Department of Defense
Logistics Roadmap

Globally Responsive, Operationally Precise, and Cost-Effective Logistics Support for America's Warfighters

Office of the Secretary of Defense

Deputy Under Secretary of Defense for
Logistics and Materiel Readiness

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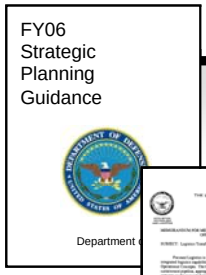
DoD Logistics Roadmap Timeline



FY06 Strategic Planning Guidance

Initiate joint efforts to integrate logistics from point of effect to source of supply/service across Military Services and Defense Agencies

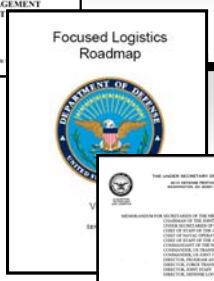
USD(AT&L) Memo

Develop Focused Logistics Roadmap

2004

DoD Plan for Improvement in the GAO High Risk Area of Supply Chain Management with a Focus on Inventory Management and Distribution

Focus areas — asset visibility, forecasting, distribution



Focused Logistics Roadmap

"Gaps and shortfalls in key logistics capabilities through and beyond 2015…."

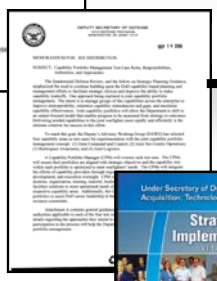
USD(AT&L) Memo

Develop "To Be" DoD Logistics Roadmap

2005

2006 QDR Report

Strategic Goal 3: Reshape the defense enterprise
Strategic Objective 3.3: Implement improved logistics operations to support joint warfighting priorities



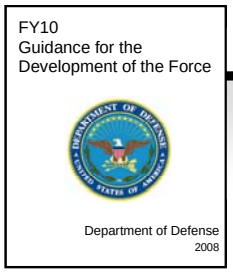
Capability Portfolio Management Test Case

Improve interoperability, minimize capability redundancies and gaps, and maximize capability effectiveness

USD(AT&L) Strategic Goals

Goal 4: Cost-Effective Joint Logistics Support for the Warfighter

2006



FY10 Guidance for the Development of the Force

Logistics Goals: Unity of Effort, Visibility, Rapid and Precise Response

2008+

A Message from the Deputy Under Secretary of Defense for Logistics and Materiel Readiness

The 2008 *DoD Logistics Roadmap* is a living document that begins building a detailed depiction, over time, of the Department's existing, planned, and desired logistics capabilities across the spectrum of doctrine, organization, training, materiel, leadership and education, personnel, and facilities. It establishes a DoD-wide framework for improving logistics capabilities and business processes, and it provides a basis for current and future capabilities assessment:

- The *Roadmap* initiates the process of defining the Department's Logistics Capability Portfolio in terms of initiatives and programs. It documents specific actions underway to achieve logistics goals and supporting objectives, and it examines those actions from the perspective of the logistics capability area experts who must advise the Department's senior leaders on capability and capacity issues.
- It begins an evolutionary process of linking logistics initiative and program performance assessment to identifiable and measurable strategic outcomes.

Following publication of the *Roadmap*, the DoD logistics community will begin a process of assessing progress toward achieving DoD logistics goals and objectives and toward meeting logistics capability and capacity needs. The *Roadmap* will be part of an ongoing process of assessment and feedback linked to the Quadrennial Defense Review and the Planning, Programming, Budgeting, and Execution cycles. It will facilitate teamwork and informed senior leader decision making in a constrained resource environment.

Future updates to the *Roadmap* will incorporate new initiatives and programs as well as results from capability-based assessments, joint experiments, and joint technology demonstrations. Updates will report progress toward achieving logistics capability performance targets. Updates will also help connect capability performance targets to current and planned logistics investment for an overarching view of DoD's progress toward transforming logistics.

The *DoD Logistics Roadmap* is a tool for the DoD logistics community to use in guiding, measuring, and tracking progress of the ongoing transformation of the Department's logistics capabilities. Future updates will furnish logistics decision makers with a concise update about the state of DoD logistics. Most important, updates will identify credible options and resource requirements for achieving high-priority logistics capabilities to support the warfighter.

Jack Bell

JACK BELL
Deputy Under Secretary of Defense
for Logistics & Materiel Readiness

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Chapter 1: Introduction

What Is the Roadmap?

The *2008 DoD Logistics Roadmap* is a detailed depiction, over time, of the Department's existing, planned, and desired logistics capabilities across the spectrum of doctrine, organization, training, materiel, leadership and education, personnel, and facilities (DOTMLPF). It flows from the logistics-related guidance in the *National Security Strategy*, *National Defense Strategy*, and *National Military Strategy*; the logistics-related strategic goals and objectives in the *Quadrennial Defense Review (QDR) Report*; the Deputy Secretary of Defense's priorities for the Department; DoD's logistics mission; and the logistics goals specified in the Department's Guidance for the Development of the Force (GDF).

Building on the logistics goals from the GDF, the *Roadmap* establishes objectives to improve the capabilities and capacity of the Department's logistics forces. It links the objectives to specific logistics capability areas. It assembles, integrates, and documents specific actions underway or planned to achieve the objectives. These include key initiatives and programs of record from the supply chain areas of DoD's logistics capability portfolio.

The *Roadmap* is a first step in developing a more coherent and authoritative framework for guiding the Department's logistics improvement efforts. It provides a foundation for future logistics capability assessments and investment analyses. Future editions of the *Roadmap* will report progress toward achieving logistics capability performance targets. They will incorporate results from DoD studies and analyses, capability-based assessments, joint experiments, and joint technology demonstrations. They will also connect capability performance targets to current and planned logistics investments for an overarching view of DoD's progress toward improving logistics performance.

Figure 1-1. Roadmap Linked to Key DoD Decision Support Processes

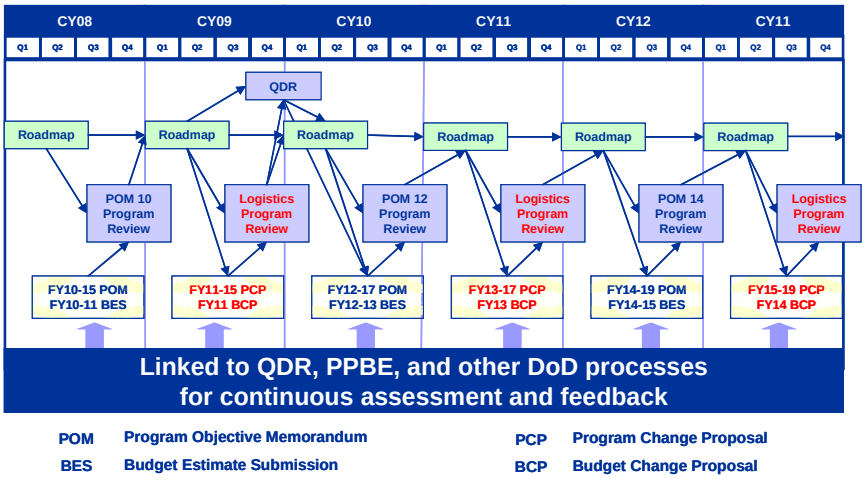


Figure 1-1 illustrates how the *Roadmap* is part of an ongoing process of assessment and feedback that is linked to the QDR and the Planning, Programming, Budgeting, and Execution (PPBE) cycles and that supports informed senior leader decision making in a constrained resource environment.

The *Roadmap* will allow the Department's senior leaders to more effectively advocate the logistics initiatives and programs most critical to providing globally responsive, operationally precise, and cost-effective logistics support for America's warfighters.

What Is the Purpose?

The *DoD Logistics Roadmap* serves a threefold purpose:

- It is a tool for the Department's senior logistics leaders at all organizational levels—OSD, Combatant Command, Service, and defense agency—in guiding, measuring, and tracking progress toward achieving DoD logistics goals and objectives. Concurrently, it establishes a foundation for logistics capability portfolio management (CPM).
- It implements guidance from the Under Secretary of Defense for Acquisition, Technology, and Logistics (USD[AT&L]) to develop a more comprehensive roadmap to supersede the *Focused Logistics Roadmap* published in 2005.
- It subsumes the *DoD Plan for Improvement in the GAO High Risk Area of Supply Chain Management with a Focus on Inventory Management and Distribution*.

For more background information on Logistics CPM, the *Focused Logistics Roadmap*, and the *DoD Plan for Improvement in the GAO High Risk Area of Supply Chain Management with a Focus on Inventory Management and Distribution,* see Appendix A.

What Is the Scope?

The 2008 *DoD Logistics Roadmap* builds upon three broad GDF goals—unity of effort, visibility, and rapid and precise response.

The GDF directs the Department to focus on better integrating its logistics capabilities and processes to meet demands of an emerging operational environment. It also emphasizes the need to secure, enhance, and protect our global supply network en route infrastructure.

In alignment with the GDF, the *Roadmap* focuses on three logistics joint capability areas (JCAs) that comprise supply chain operations—supply, maintain, and deployment and distribution. For additional information on the logistics JCA lexicon, see Appendix B.

The *Roadmap* describes individual initiatives and programs in terms of expected benefits or impacts, milestones, and resources. It discusses performance measures for tracking progress in improving DoD logistics capabilities, capacity, effectiveness, and efficiency. It provides a basis for current and future capabilities assessment. However, it currently does not contain assessments at the initiative, program, JCA, or portfolio level. Assessments will be incorporated in future updates.

How Is the Roadmap Organized?

The 2008 *DoD Logistics Roadmap* has two volumes. Volume I establishes objectives to improve the capabilities and capacity of the Department's logistics forces; links the objectives to specific logistics capability areas; and then assembles, integrates, and documents specific actions underway or planned to achieve the objectives. Volume II provides additional details on the initiatives and programs of record identified in Volume I.

Volume I includes the following chapters:

- **Chapter 2** states the DoD logistics mission and the GDF logistics goals. Building on the GDF goals, it establishes twenty two objectives to improve the capabilities and capacity of the Department's logistics forces. It then links each objective to the JCA it primarily supports—five link principally to the Supply JCA, seven link principally to the Maintain JCA, and five link principally to the Deployment and Distribution JCA. In addition, five cross-cutting objectives strongly support all three JCAs.

- **Chapter 3** examines the five cross-cutting, portfolio-wide objectives identified in Chapter 2. It includes GDF guidance concerning candidate capabilities for increased investment by USTRANSCOM (in its role as the DoD Distribution Process Owner), Services, and DLA. Each objective has a stand-alone section that describes ongoing initiatives and programs that support the objective. Initiative and program descriptions and data were provided by the sponsoring DoD Component (Combatant Command, Military Service, defense agency, or Office of the Secretary of Defense) in response to a data call issued by the Deputy Under Secretary of Defense for Logistics and Materiel Readiness (DUSD[L&MR]).

- **Chapter 4** addresses the Supply JCA. It states the GDF guidance concerning supply operations, provides definitions for both the Tier 1 and Tier 2 capabilities in the Supply JCA, and discusses the five objectives that link principally to the Supply JCA. For each objective that primarily supports the Supply JCA, a stand-alone section describes ongoing initiatives and programs that support the objective. Initiative and program information were provided by the sponsoring DoD Component.

- **Chapter 5** addresses the Maintain JCA. It states the GDF guidance concerning maintenance operations, provides definitions for both the Tier 1 and Tier 2 capabilities in the Maintain JCA, and discusses the seven objectives that link principally to the Maintain JCA. For each objective that primarily supports the Maintain JCA, a stand-alone section describes ongoing initiatives and programs that support the objective. Initiative and program descriptions and data were provided by the sponsoring DoD Component.

- **Chapter 6** addresses the Deployment and Distribution JCA. It states the GDF guidance concerning deployment and distribution operations, provides definitions for both the Tier 1 and Tier 2 capabilities in the Deployment and Distribution JCA, and discusses the five objectives that link principally to the Deployment and Distribution JCA. For each objective that primarily supports the Deployment and Distribution JCA, a stand-alone section describes ongoing initiatives and programs that support the objective. Initiative and program descriptions and data were provided by the sponsoring DoD Component.

- **Chapter 7** addresses the 2008 *Roadmap's* evolving role in supporting DoD's continuing shift to capabilities-based planning and governance reform for managing the Department increasingly by using joint capability portfolios. It explains how future roadmaps will have documented assessments to furnish logistics decision makers and associated logistics governance bodies with concise updates about the state of DoD logistics. Future roadmaps also will identify credible options and resource requirements for achieving high-priority logistics capabilities.

- **Appendix A** provides background information on three key factors that influence the direction, content, and scope of this *Roadmap*—the 2005 *Focused Logistics Roadmap*, implementation of Logistics Capability Portfolio Management, and the *DoD Plan for Improvement in the GAO High Risk Area of Supply Chain Management with a Focus on Inventory Management and Distribution*.

- **Appendix B** provides the Logistics Joint Capability Areas (JCA) lexicon.

- **Appendix C** lists all objectives, followed by the initiatives and programs that support them, sorted by organization.

- **Appendix D** lists the organizations that provided initiative and program data, followed by the initiatives and programs they submitted, and by the objectives that those initiatives and programs support.
- **Appendix E** provides references used in developing the *Roadmap*.
- **Appendix F** is a glossary of acronyms and key terms.

Volume II consists of the following appendices:

- **Appendix G** provides detailed descriptions of initiatives that improve the Department's logistics capabilities.
- **Appendix H** provides detailed descriptions of programs of record that improve the Department's logistics capabilities.

Chapter 2 lays out the DoD logistics mission and defines DoD's logistics goals and objectives pursuant to national-level strategies and Department-level guidance.

Chapter 2:
Mission, Goals, and Objectives

DoD Logistics Mission

The DoD logistics mission is to support the projection and sustainment of a ready, capable total force across the range of military operations through globally responsive, operationally precise, and cost-effective logistics support for America's warfighters.[1]

QDR Logistics-Related Goals and Objectives

The QDR constitutes the DoD's strategic plan. The 2006 QDR Report specified five strategic goals and seventeen objectives for the Department. The following are directly applicable to logistics:

- Strategic Goal 3: Reshape the defense enterprise
- Strategic Objective 3.3: Implement improved logistics operations to support joint warfighting priorities.

Portfolio Logistics Goals

The GDF established three goals for the Department's logistics force:

- Unity of effort
- Visibility
- Rapid and precise response.

These goals define the desired attributes of a confederation of systems, processes, and organizations that effectively adapt within a constantly changing environment to meet the emerging needs of a supported Combatant Commander.

Goal 1: Unity of Effort

Unity of effort is coordination and cooperation toward common objectives, even if the participants are not necessarily part of the same command or organization—the product of successful unified action.

- For joint logisticians, unity of effort is the synchronization and integration of logistic capabilities focused on the Combatant Commander's intent. To achieve unity of logistics effort, DoD logisticians must develop a clear understanding of how joint and multinational logistics processes work, know the roles and responsibilities of the providers executing tasks in those processes, build agreement around common measures of performance (process outcomes), and ensure appropriate members of the DoD logistics enterprise have visibility into the processes.
- The most significant measure of logistics effectiveness, at any level, is operational success. Unity of effort also implies operations/logistics collaboration that should begin at the national level and span activities

[1] Adapted from U.S. Department of Defense *Fiscal Year 2009 Budget Request Summary Justification*, 4 Feb. 2008, p. 76.

from early planning through execution. With operational and logistics information integrated across Combatant Commands, Services, and agencies, the logistician's ability to forecast and respond to mission requirements is amplified in support of effective and efficient mission accomplishment.

Goal 2: Visibility

Visibility is having assured access to logistic processes, resources, and requirements in order to gain the knowledge necessary to make effective decisions. Visibility provides the means to optimize logistic capabilities to maximize outcomes, increase readiness, and build confidence in joint logistics. It provides access to authoritative information and enables the user to respond quickly to the Combatant Commander's changing needs. Visibility fundamentally answers the Combatant Commander's questions, "Where is it?" "How will it get there?" and "When will it get there?"

Goal 3: Rapid and Precise Response

Rapid and precise response is the ability of the core logistic capabilities, military and commercial, to meet the constantly changing needs of the joint force. The effectiveness of DoD logistics can be measured by assessing the following attributes, or key performance indicators:

Speed is at the core of responsiveness, and to the Combatant Commander, possibly its most critical aspect. Speed does not mean everything moves at the same rate or fastest rate, but everything moves according to priority at the rate that produces the most effective support to the Combatant Commander.

Reliability is reflected in the dependability of the global providers to deliver required support when promised. Reliability is characterized by consistent delivery of requested logistics support at a time and destination specified by the receiving activity.

Efficiency is directly related to the amount of resources required to deliver a specific outcome. In the tactical and operational environments, inefficiency increases the logistic footprint and increases force protection requirements and risk. At the strategic level, inefficiency increases the cost for a unit of process outcome.

Portfolio Logistics Objectives

The twenty two objectives that follow add specificity to the GDF goals—six amplify Goal 1, five amplify Goal 2, and eleven amplify Goal 3. The objectives focus on improving the capabilities and capacity of the Department's logistics forces. They are crafted to ensure that

- our logistics practices, processes, systems, and organizations become as rapid and agile as our warfighters on the front line;
- our sustainment meets the needs of a coalition force that is more mobile and distributed than ever before; and
- we have clear accountability for resources and outcomes.

More options...
Greater freedom of action...

Achieving these goals and objectives will provide decision makers with a wider range of executable options in selecting courses of action and will provide joint force commanders with greater freedom of action in executing chosen courses.

Goal 1: Unity of Effort

Synchronization and integration of joint, multinational, interagency, and non-governmental logistics capabilities focused on the joint force commander's intent

- **Increased alignment along the supply chain**
- **Optimized integration of U.S., joint, multinational, interagency, and non-governmental logistics capabilities**

Objective 1.1	Efficient procurement processes
Objective 1.2	Effective procurement processes
Objective 1.3	Align maintenance operations metrics with warfighter outcomes
Objective 1.4	Use commercial transportation resources to the maximum extent practicable, integrated with organic resources
Objective 1.5	Adopt enterprise-wide metrics that promote common goals and interoperability
Objective 1.6	Develop and implement a DoD Logistics Human Capital Strategic Plan for a competency-based enterprise logistics workforce

Goal 2: Visibility

Having assured access to information about logistics processes, resources, and requirements in order to gain the knowledge necessary to make effective decisions

Increased warfighter confidence in the global logistics system

Objective 2.1	Visibility into customer materiel requirements and available resources to meet those needs
Objective 2.2	Visibility of emerging maintenance workload and in-process resources to meet customer requirements
Objective 2.3	Visibility of in-transit, in-storage, and in-process units and materiel for optimized movement planning and execution
Objective 2.4	Implement information technology strategies for improved visibility and interoperability
Objective 2.5	Enable a single authoritative data set for informed logistics decision making

Goal 3: Rapid and Precise Response

Ability to meet the constantly changing logistics needs of the joint force

Assured readiness and reduced mission risk

Objective 3.1	Affordable availability in both peacetime and war
Objective 3.2	Retrograde and disposal processes aligned to Department's needs
Objective 3.3	Identify and sustain requisite core maintenance capability
Objective 3.4	Sustain a highly capable, mission-ready maintenance workforce
Objective 3.5	Ensure an adequate infrastructure to execute assigned maintenance workload
Objective 3.6	Continuously improve availability, quality, flow days, and cost of maintenance operations worldwide
Objective 3.7	In conjunction with Systems Engineering, become the advocate for the design and production of reliable weapons systems and equipment
Objective 3.8	Establish a seamless process between deployment and sustainment phases
Objective 3.9	Position stock and warehouses to provide effective and efficient readiness
Objective 3.10	Optimize transportation network
Objective 3.11	Drive acquisition processes to focus on sustainment key performance parameter (KPP) and key system attributes (KSAs) as well as implementation of Performance Based Logistics (PBL) strategies

Table 2-1 summarizes the twenty two objectives from a Logistics Capability Portfolio and supply chain operations perspective by aligning them to the applicable JCA(s) they support. Five objectives link principally to the Supply JCA, seven link principally to the Maintain JCA, five link principally to the Deployment and Distribution JCA, and five cross-cutting objectives strongly support all three JCAs.

Table 2-1. Objectives Aligned to the JCA(s) They Support

Objective		JCA		
		Supply	Maintain	Deployment & Distribution
Objective 1.1	Efficient procurement processes	☑		
Objective 1.2	Effective procurement processes	☑		
Objective 1.3	Align maintenance operations metrics with warfighter outcomes		☑	
Objective 1.4	Use commercial transportation resources to the maximum extent practicable, integrated with organic resources			☑
Objective 1.5	Adopt enterprise-wide metrics that promote common goals and interoperability	☑	☑	☑
Objective 1.6	Develop and implement a DoD Logistics Human Capital Strategic Plan for a competency-based enterprise logistics workforce	☑	☑	☑
Objective 2.1	Visibility into customer materiel requirements and available resources to meet those needs	☑		
Objective 2.2	Visibility of emerging maintenance workload and in-process resources to meet customer requirements		☑	
Objective 2.3	Visibility of in-transit, in-storage, and in-process units and materiel for optimized movement planning and execution			☑
Objective 2.4	Implement information technology strategies for improved visibility and interoperability	☑	☑	☑
Objective 2.5	Enable a single authoritative data set for informed logistics decision making	☑	☑	☑
Objective 3.1	Affordable availability in both peacetime and war	☑		
Objective 3.2	Retrograde and disposal processes aligned to Department's needs	☑		
Objective 3.3	Identify and sustain requisite core maintenance capability		☑	
Objective 3.4	Sustain a highly capable, mission-ready maintenance workforce		☑	
Objective 3.5	Ensure an adequate infrastructure to execute assigned maintenance workload		☑	
Objective 3.6	Continuously improve availability, quality, flow days, and cost of maintenance operations worldwide		☑	
Objective 3.7	In conjunction with Systems Engineering, become the advocate for the design and production of reliable weapons systems and equipment		☑	
Objective 3.8	Establish a seamless process between deployment and sustainment phases			☑
Objective 3.9	Position stock and warehouses to provide effective and efficient readiness			☑
Objective 3.10	Optimize transportation network			☑
Objective 3.11	Drive acquisition processes to focus on sustainment key performance parameter (KPP) and key system attributes (KSAs) as well as implementation of Performance Based Logistics (PBL) strategies	☑	☑	☑

Chapter 3 examines cross-cutting, portfolio-wide objectives plus initiatives and programs that contribute to achieving cross-cutting capabilities that support more than one JCA or result in portfolio-wide improvement

Chapter 3:
Cross-Cutting Objectives, Initiatives, and Programs

This chapter examines cross-cutting *Roadmap* objectives that enable more than one JCA and require Depart-level guidance or action, the GDF's overarching logistics guidance, critical dependencies on other portfolios for essential logistics capabilities, and initiatives and programs that contribute to achieving cross-cutting *Roadmap* objectives.

Objectives

Of the twenty two *Roadmap* objectives identified in Chapter 2, the following are clearly cross-cutting objectives that enable more than one JCA:

- Objective 1.5 Adopt enterprise-wide metrics that promote common goals and interoperability
- Objective 1.6 Develop and implement a DoD Logistics Human Capital Strategic Plan for a competency-based enterprise logistics workforce
- Objective 2.4 Implement information technology strategies for improved visibility and interoperability
- Objective 2.5 Enable a single authoritative data set for informed logistics decision making
- Objective 3.11 Drive acquisition processes to focus on sustainment key performance parameter (KPP) and key system attributes (KSAs) as well as implementation of Performance Based Logistics (PBL) strategies.

GDF Guidance

As part of its general logistics guidance, the GDF identifies the following capabilities as candidates for increased investment by the DPO, the Services, and DLA:

- Integrating U.S., joint, multinational, interagency, and non-governmental logistics capabilities as part of adaptive planning[1]
- Integrating data to deliver enterprise-wide visibility over resources (total asset visibility) and joint force logistics requirements by FY15 to more effectively balance supply and demand, and to enable an effective adaptive planning process
- Developing models and simulation to support overall logistics capability assessment and decision making capability
- Developing and evaluating alternatives to address lack of industrial base capabilities/capacity to meet DoD requirements.

[1] USJFCOM is currently developing an Adaptive Planning and Execution architecture that will integrate the key functional supporting architectures of adaptive planning to include planning, operations, global force management, intelligence, interagency, and logistics, among others. USJFCOM's efforts have identified a clear need for the ability to see the effects of and unintended consequences of recommended courses of actions, decisions, and mitigation plans taken in support of one or more geographic or functional Combatant Commands on other Combatant Commanders.

Critical Dependencies

In collaboration with the Department's logistics community, the Logistics CPM leads are committed to improving interoperability, minimizing capability gaps and redundancies, and maximizing capability effectiveness.[2] The Logistics CPM leads must continuously manage relationships with senior DoD and Military Service leadership, joint warfighters, capability providers, other capability portfolio managers, and applicable external organizations and agencies.

To be successful, Logistics CPM leads must be proactively cognizant of enterprise-wide strategies, plans, and efforts affecting the future of logistics.

For some essential capabilities, the logistics community is critically dependent on other portfolios. As an example, the C2 Capability Portfolio must provide

- decision support tools, applications, and systems that enable Combatant Commanders to prioritize, direct, redirect, synchronize, integrate, and coordinate common-user and cross-Service logistics material and functions under their control;
- decision support tools, applications, and systems that enable identification of and rapid adjustment to unintentional deviations from planned logistics operations;
- timely, accurate, and persistent logistics situational awareness in an integrated operational picture that synchronizes operational, intelligence, and logistics information; and
- adaptive joint logistics planning capability that produces feasible logistics support plans in a responsive and timely manner.

Similarly, the Net-Centric Portfolio must provide

- standards for interoperable logistics data that can be shared in accordance with security guidelines across and among all echelons, alliances, coalitions, and host nations;
- connectivity, bandwidth, and secure role-based network access for joint logistics communications and collaboration;
- enterprise-wide information architecture and data standards that fuse information, logistics processes, and sensor technologies; and
- DoD-wide functionally integrated net-centric enterprise services that support logistics command and control, joint logistics planning and analysis, and joint logistics execution tracking.

Initiatives and Programs

The remainder of this chapter addresses cross-cutting objectives within the purview of the Logistics CPM leads that enable more than one Logistics Tier 2 JCA or support the entire portfolio. Each of these objectives has its own section that describes the initiatives and programs that support it.

[2] See Appendix A for details on Logistics Capability Portfolio Management.

Goal 1: Unity of Effort

Objective 1.5
Adopt enterprise-wide metrics that promote common goals and interoperability

Supporting Initiatives and Programs

Figure 3-1. Initiatives and Programs Supporting Objective 1.5

Initiatives	FY08	FY09	FY10	FY11	FY12	FY13
Army						
Common Logistics Operating Environment Army Integrated Logistics Architecture						
Single Army Logistics Enterprise	TBD					
Unique Identification and Serialized Item Management						
Marine Corps						
Unique Identification	TBD					
USMC Enterprise Total Life Cycle Management	TBD					
Navy						
Fleet Modernization Planning (a.k.a. SHIPMAIN)	TBD					
USJFCOM						
Adaptive Planning and Execution for Logistics						
Joint Contingency Contracting Support Office	TBD					
Joint Experimental Deployment and Support	TBD					
OSD: ADUSD(MPP)						
Aligning Maintenance Operations Metrics with Warfighter Outcomes						
Depot Maintenance Benchmarking						
OSD: ADUSD (SCI)						
Item Unique Identification						

Figure 3.1. Initiatives and Programs Supporting Objective 1.5

Programs	FY08	FY09	FY10	FY11	FY12	FY13
Army						
Automatic Identification Technology-Radio Frequency In-Transit Visibility	TBD					
Aviation Mission Planning System	TBD					
Battle Command Sustainment and Support System	TBD					
Combat Service Support Automated Information Systems Interface						
Logistics Information Warehouse (incl. ILAP and LIDB)	TBD					
Logistics Modernization Program						
Movement Tracking System						
Property Book Unit Supply Enhanced						
Standard Army Ammunition System - Modernization	TBD					
Standard Army Retail Supply System - 1 Upgrade	TBD					
Transportation Coordinators'-Automated Information for Movements System II						
Unit Level Logistics Systems - Aviation						
Very Small Aperture Terminal	TBD					
Marine Corps						
Automatic Identification Technology	TBD					
Autonomic Logistics	FY15					
Global Combat Support System-MC	TBD					
Navy						
Naval Tactical Command Support System						
Navy Enterprise Resource Planning						
Ordnance Information System						

IOC/Milestone FOC

Initiative Descriptions

Army—Common Logistics Operating Environment (CLOE) Army Integrated Logistics Architecture (AILA)

The CLOE is the Headquarters, Department of the Army, G-4 initiative to synchronize logistics concepts, organizations, and the latest generation of technologies into a single operational and technical architecture for Current and Future Force structures. The goal is to give warfighters and logisticians at all levels total situational awareness within a common operating picture for all aspects of logistics, from factory to foxhole. Using tests, simulations, user assessments, and proofs of enablers demonstrations, CLOE has provided the data needed to design a robust logistics operating environment; demonstrate the capabilities required to

implement the operating environment across the logistics domain; and identify the resources, schedule drivers, and integration needed for Army-wide implementation. CLOE enablers are a combination of new and existing technologies that are synchronized to provide health monitoring capabilities and real time reporting from the platform to logistics and command and control (C2) systems. Ultimately this provides the realistic data needed to design a robust logistics operating environment from the platform through tactical, strategic and operational echelons. AILA supports the CLOE by providing an Army/Joint methodology that defines the Focused Logistics Vision and synchronizes individual embedded diagnostic and prognostics efforts into a common architecture. It is the Army's designated and overarching logistics architecture of record and provides the means to move and translate data from multiple sources into meaningful information. AILA spans the tactical through strategic echelons and supports a Joint integrated environment; it also informs, guides, and supports decisions for the Single Army Logistics Enterprise (SALE) and assists the Army logistics community in achieving integration and interoperability in the Logistics and Warfighter domains. AILA, which is compliant with the Department of Defense Architecture Framework (DODAF), focuses on current and future concepts, their associated concepts of operations and concepts of employment, Service concepts, Army doctrine, and transformation of the Total Force as articulated in the Army Campaign Plan.

Army—Single Army Logistics Enterprise (SALE)

The SALE initiative comprises three components that integrate strategic, operational, and tactical logistics functions into a fully integrated, end-to-end Army logistics enterprise solution:

- The Logistics Modernization Program (LMP) is the Army's national logistics system that will replace two legacy wholesale systems: the Standard Depot System (SDS) and the Commodity Command Standard System (CCSS).
- The Global Combat Support System-Army Field/Tactical (GCSS-Army (F/T) is the tactical logistics picture that will fold tactical logistics systems into one integrated environment at the combat service support levels and will interface them with the rest of the Army enterprise environment. GCSS-Army (F/T) is replacing a variety of legacy tactical-level logistics information systems, including the Standard Army Retail Supply System (SARSS), the Standard Army Maintenance System (SAMS), the Unit Level Logistics System (ULLS), and the Integrated Logistics Analysis Program (ILAP).
- Product Lifecyle Management Plus (PLM+) is the technical link between LMP and GCSS-Army. PLM+ serves as the single data repository and provides seamless linkage from the national to the tactical levels.

Army—Unique Identification and Serialized Item Management

Item unique identification (IUID) is a mandatory DoD program that places machine readable identification mark on the Department's tangible qualifying assets, and establishes the data management protocols needed to automatically recover stored information about the item from both static and dynamic data bases. Unique identification (UID) policy complements existing DoD policy on serialized item management (SIM). SIM associates an item's assigned identification number with dynamically updated attributes of the item to produce a life history record of the item. Enabled by UID, decision makers will be able to access this life history or "pedigree" information to achieve a level of situational awareness about item location, usage, performance, reliability, and ownership cost not previously possible. Every qualifying item is marked with a permanent Unique Item Identifier (UII). UIIs are stored in comprehensive IUID Registry maintained by the Defense Logistics Information Service (DLIS).

Marine Corps—Unique Identification (UID)

The purpose of this initiative is to uniquely identify items with a Unique Item Identifier (UII) via machine-readable information (MRI) marking represented by a two-dimensional data matrix. This UII will globally distinguish an item from all other like and unlike items. The IUID origination data (birth record) for the item will be captured primarily via the Wide Area Work Flow (WAWF) application and stored in a DoD central repository known as the IUID Registry. With IUID and its associated scanning technology, an individual asset can be tracked through its entire life-cycle.

Marine Corps—USMC Enterprise Total Life Cycle Management (E-TLCM)

Total Life Cycle Management (TLCM) encompasses enterprise- and program-level processes to "identify, analyze, and implement synergistic cradle-to-grave solutions that optimize the acquisition/logistics chain across the Marine Corps in support of the Operating Forces." Key initiatives and concepts affecting TLCM include autonomic logistics/prognostics; performance-based logistics; design-in reliability, maintainability, and supportability; direct vendor delivery; logistics footprint; fuel efficiency; depot maintenance; condition-based maintenance; technology logistics; operational architecture; and automated identification technology. One key TLCM IT enabler is the Life Cycle Modeling Integrator (LCMI) suite of tools. Two central LCMI components are the Master Data Repository (MDR) and Marine Corps Equipment Readiness Information Tool (MERIT). Working in concert, the se components provide the ability to aggregate and view life - cycle and logistics information from numerous sources. Two additional TLCM tools currently in development are TLCM AT and TLCM Common Operating Picture (COP). TLCM AT will provide modeling and simulation for TLCM scenarios, while TLCM COP will provide the ability to view and track equipment by TAMCN or requisition from acquisition through fielding. An effort is currently underway to incorporate life-cycle management into the Log Architecture, with initial focus on identifying and defining the business activities necessary for life-cycle management.

Navy—Fleet Modernization Planning (FMP) (a.k.a. SHIPMAIN)

FMP is a Navy-wide initiative to create a surface ship maintenance and modernization program that will support the vision of "Sea Power 21" and its "Culture of Readiness" (COR). It includes fleet requirements, resourcing, work package preparations, contract award, and scheduling of work against the Fleet operating schedule.

OSD: ADUSD(MPP)—Aligning Maintenance Operations Metrics with Warfighter Outcomes

In this initiative, the ADUSD(MPP) seeks to define the maintenance contribution to materiel readiness with the range and depth required to adequately describe success in tangible terms relating to availability, cycle time, cost, and reliability. The initiative further seeks to measure maintenance performance in terms that

- better relate to warfighter objectives,
- highlight any gap in performance-to-plan,
- allow benchmarking (within units, across units, and across weapon systems),
- address change over time , and
- address GAO and QDR findings to better measure impact of operations on warfighter outcomes.

OSD: ADUSD (MPP)—Depot Maintenance Benchmarking

This initiative identifies key indicators to use in benchmarking performance at DoD organic depots. These performance indicators will provide depot-to-depot comparisons and comparisons of similar commodities and weapons systems repaired by more than one Military Service. Through these comparisons, best-in-class performers (benchmarks) will be identified, along with best practices, processes, and programs for others to emulate.

OSD: ADUSD (SCI)—Item Unique Identification (IUID)

Item unique identification (IUID) provides for marking personal property items with a machine-readable Unique Item Identifier (UII), which is a set of globally unique data elements. The UII is used in functional automated information systems to value and track DoD items through their life cycle. A registry of items marked with UIIs provides accurate and accessible unique identification and pedigree information about these items. This information is used to ensure accurate acquisition, repair, and deployment of items is efficient and effective.

USJFCOM—Adaptive Planning and Execution (APEX) for Logistics

APEX is a DoD system of joint policies, processes, and procedures encased within a net-centric framework that allows for a common collaborative environment from the senior leadership through the operational planner/operator level in which contingency planning is created, revised, and executed within a range of viable options as rapidly as circumstances require.

APEX capabilities include the following:

- Clear strategic guidance and iterative dialogue
- Integrated interagency and coalition planning
- Integrated intelligence planning
- Embedded options
- Living plans
- Parallel planning in a net-centric and collaborative environment.

USJFCOM—Joint Contingency Contracting Support Office

The Joint Contingency Contracting Support Office (JCCSO) participates in the Combatant Commanders' deliberate planning process to develop and maintain a set of rules, tools, and processes necessary to plan, oversee, and manage contingency contracting operations in support of a deployed Joint Force Commander (JFC). The JCCSO will review operation plans (OPLANs) and concept plans (CONPLANs) on a continuous basis to ensure early identification and inclusion of contract requirements and contractors in the deliberate planning process. The JCCSO will be manned at around 25 full-time permanent military, civilian, and contractor personnel at a selected host command. Assigned personnel will be functional experts and liaison personnel will be assigned from appropriate agencies. The JCCSO will provide initial fly-away response contracting teams to establish an initial operating capability to the JFC and will be responsible for coordinating and monitoring all contractor presence in the joint operating area (JOA). As the operation matures and on order, the JCCSO will be upgraded to a Joint Contracting Center (JCC) to enable the coordination of multiple lines of communications required during Phase Four or Security, Stability, Transition, and Reconstruction Operations (SSTRO).

JCCSO capabilities include the following:

- Timely identification of requirements and shortfalls
- Ability to synchronize component capabilities
- Documented procedures (SOPs)
- Coordinated contractor management (the ability to manage and maintain visibility of associated contractor personnel providing support to the joint force in a designated operational area):
    - Conduct contractor management planning
    - Prepare for deployment/redeployment
    - In-theater contractor personnel management
    - Government provided support
    - Coordinate other governmental agency contract actions
- Improved contract support integration (the ability to synchronize and integrate contract support being executed in a designated operational area in support of the joint force):
    - Conduct contract support integration planning
    - Identify and synchronize in-theater requirements
    - Develop contract instruments
    - Execute contracts
    - Conduct contract closeout.

USJFCOM—Joint Experimental Deployment and Support

The Joint Experimental Deployment and Support (JxDS) concept is a family of organizational options (staff or command) designed to enhance the coordination, integration, and synchronization of operational logistics to increase force employment opportunities and alternatives. JxDS is a building-block, scalable approach that allows combatant commanders to tailor their organizations. The JxDS concept is providing capabilities through the following prototypes: Joint Force Support Component Command in U.S. Forces Korea; an Enhanced Logistics Staff in U.S. Pacific Command (USPACOM); an Enhanced Logistics Staff to synchronize interagency and U.S. military efforts in U.S. Southern Command; joint enabling the Theater Sustainment Command in U.S. Central Command; and helping to establish the Special Operations Acquisition and Logistics Center in U.S. Special Operations Command to support irregular warfare.

JxDS capabilities include the following:

- Centralized joint logistics planning
- Efficient adjudication of conflicting priorities
- In-transit visibility and tracking
- Timely identification of requirements and shortfalls
- Clear understanding of component capabilities
- Ability to synchronize component capabilities
- Integrated log processes
- Improved capability to direct resources
- Documented procedures (SOPs)
- Joint mission-essential task list based logistics training
- Single logistics point of contact with effective organizational construct
- Operations/logistics coordination and integration
- Improved cross-component collaboration.

Program Descriptions

Army—Automatic Identification Technology (AIT)-Radio Frequency In-Transit Visibility (RF-ITV)

AIT comprises a suite of tools and devices (barcodes, contact buttons, RFID tags, fixed and mobile scanners, imagers, and readers) that collect, aggregate, and transport data to enable accurate, timely visibility of assets in motion and at rest and to enable hands-free transaction processing to automation information systems. A major deployed AIT capability is the Radio Frequency In-Transit Visibility (RF-ITV). RF-ITV is a system of strategically positioned infrastructure providing automated near and real-time in-transit visibility of equipment and supplies by integrating radio frequency identification and satellite global positioning systems devices (MTS, VISTAR). RF-ITV shares location information to 35 Army (BCS3, SAAS-MOD, SARSS) and DoD logistics systems (GTN, AV, IGE, WPS, GATES) to provide logisticians with decision-making information to support the warfighter. RF-ITV also integrates logistics visibility across the joint-coalition spectrum by

providing support to the UK, AUS, Canada, and NATO militaries. Integration of other AIT capabilities enable RF-ITV to provide security and environmental condition monitoring of sensitive and perishable shipments in transit and in storage. The use of AIT devices supports the business mission areas of depot maintenance, overhaul, and repair as part of RESET, flight line maintenance and flight safety critical part pedigree management, and item unique identification (IUID) for property accounting. Designed to provide hands-free, accurate, and timely data collection and reporting, AIT-enabled logistics operations facilitate transformation of processes to support the Single Army Logistics Enterprise (SALE), Enterprise Resource Planning (ERP).

Army—Aviation Mission Planning System (AMPS)

The AN/TYQ-77 Aviation Mission Planning System (AMPS) is a subordinate system of the Army Battle Command System, Maneuver Control System (MCS). AMPS software is hosted on a portable ruggedized workstation, Lightweight Computer Unit (LC), under the Army Common Hardware/Software (CHS) contract, with peripheral devices such as the data transfer system, printer, MO drive, and CD-ROM drive. The AMPS automates battalion and company mission planning and distribution of mission files between units. It also provides mission data loading into the aircraft for navigation, communications, weapons, and post mission information.

Army—Battle Command Sustainment and Support System (BCS3)

The Battle Command Sustainment Support System (BCS3) is the logistics Command and Control (C2) solution for U.S. land forces. BCS3 provides commanders the capability to execute end-to-end distribution and deployment management and brings better situational awareness resulting in better decision-making capability to warfighters. It enables warfighters to target, access, scale and tailor critical logistics information in near-real time. BCS3 has been adopted and integrated into joint and strategic logistics command and control processes. BCS3 is the only near-term end-to-end logistics COP solution for the joint commander. BCS3 will maintain its core capabilities and continue to advance in development while integrating into the joint command and control architecture. This continued development will enable decision superiority via advanced collaborative information sharing achieved through interoperability. Funding procures:

- System Support Rep Kit Hardware
- CAISI Bridge Module Hardware
- CAISI Client Module Hardware.

Army—Combat Service Support Automated Information Systems Interface (CAISI)

The Combat Service Support (CSS) Automated Information System Interface (CAISI) allows current and emerging battlefield CSS automation devices to electronically exchange information via tactical networks similar to a wireless local area network (LAN). CAISI also interfaces with other battlefield and sustaining base automated systems. CAISI provides unit commanders/logistics managers with an interface device to support combat service support doctrine for full spectrum operations. This capability supports non-contiguous concentration of users and the transfer of real time information in both fixed and mobile operating environments. When these CAISI-enabled local networks are connected to the World Wide Web via the Combat Service Support Very Small Aperture Terminal (CSS-VSAT) (a satellite dish) it results in real time data flow from unit to national level with near immediate feedback on requisitions and logistics data functions providing increased visibility and logistics and operational.

Army—Logistics Information Warehouse (incl. ILAP and LIDB)

The Logistics Information Warehouse (LIW) merges the logistics decision support capabilities of the Integrated Logistics Analysis Program (ILAP) and the Logistics Integrated Data Base (LIDB) and provides an Army single authoritative source of logistics information. It fuses capabilities of the premier logistics management systems into a common environment and facilitates a more accurate and timely display of relevant cross-functional information for analysis that will result in better management of equipment and materiel to increase unit combat power. It exploits business intelligence to facilitate customizing capabilities into a harmonious data environment to provide critical information for logistics operations and simplifies transition of Army Master Data to PLM+. LIW optimizes management capabilities of current logistics managers at all echelons. It facilitates information flow from Unit Commanders to Theater, MACOM, and Component logistics managers.

Army—Logistics Modernization Program (LMP)

The Logistics Modernization Program (LMP) is the core solution for achieving the national component of the Army's modernized supply chain. LMP is a comprehensive and robust implementation of an ERP based on the quantum of functionality, magnitude of data, number of interfaces, number of users, and number of locations. The business scope and complexity of the LMP solution is analogous to a large multinational conglomerate with multiple businesses (commands), diverse product portfolios, and multiple complex supply chains, and all with the added challenge of customers (Warfighters) that depend on readiness for survival. LMP is a crucial component for achieving the Single Army Logistics Enterprise (SALE) and is the path toward being fully Chief Financial Officers (CFO) Act and Federal Financial Management Improvement Act (FFMIA) compliant in the Army's logistics domain.

Army—Movement Tracking System (MTS)

MTS is a satellite-based tracking/communications system consisting of mobile units, transceivers, control stations, GPS, common operating software, and MTS-unique software. MTS provides continuous CS/CSS asset visibility and situational awareness for the joint logistics corporate enterprise, enables expeditionary logistics, and is key in achieving the sense-and-respond capabilities required to support net-centric warfare operations. MTS assists CS/CSS unit commanders in planning and executing operations with the capability to identify and track positions, monitor progress, and communicate with tactical wheeled vehicles supporting CS/CSS operations, essentially anywhere in the world. MTS supports BFT by passing position location information into the logistics COP via BCS3.

Army—Property Book Unit Supply Enhanced (PBUSE)

PBUSE is the Army's inventory of property in both MTOE and TDA units across the Total Army. In addition to Property Book Accountability, PBUSE contributes to accountability and supply operations in every unit supply room in the Army as well as in logistics support offices such as battalion and brigade S4 shops.

Army—Standard Army Ammunition System–Modernization (SAAS-MOD)

SAAS Modernized (SAAS-MOD) is a multi-level automated ammunition management, reporting, and accounting system that automates all retail Class V management life-cycle functions. It operates in both tactical and non-tactical environments and provides automation support for automation support for the Theater Sustainment Command Distribution Management Center (TSC DMC); Expeditionary Sustainment Command Distribution Management Centers (ESC DMC); Ammunition Supply Activities at the Sustainment Brigade and TSC levels Theater Storage Areas (TSAs); Close Support Areas (CSAs); and Ammunition Supply Points (ASPs), Brigade Ammunition Office (BAO), and Ammunition Transfer Holding Points (ATHP). SAAS-MOD is part of Single Army Logistics Enterprise (SALE) architecture.

Army—Standard Army Retail Supply System (SARSS-1, 2AC/B, and Gateway)

SARSS is comprised of three interrelated sub-systems: SARSS-1, -2AC/B (Corps Theater ADP Service Center [CTASC]), and -Gateway. SARSS provides:

- Combat Service Support (CSS) peacetime and wartime logistics system support to include stock control and accountability.
- Supply management to include excess disposition, redistribution, document history, and demand analysis.
- Real-time requisitioning capability directly to national level for same day support.
- Receipt, storage, inventory, and issuance of materiel to Continental United States (CONUS)/OCONUS units.

SARSS is part of the Single Army Logistics Enterprise (SALE) architecture.

Army—Transportation Coordinators'-Automated Information for Movements System II (TC-AIMS II)

The Transportation Information Systems (TIS) Product Office for Transportation Coordinators-Automated Information for Movement System II (TC-AIMS II) is a program that will reduce redundancy by consolidating management of the unit/installation-level transportation functions of Unit Movement and Load Planning. It provides critical capability to deploying units so they can build and sustain combat power. It also provides units with the critical capability by enabling sustainment operations that enable and improve combat readiness through improved operational readiness for combat systems. TC-AIMS II will interface with the Cargo Movement Operations System (CMOS), which will provide the sole DoD capability to automate Theater Distribution Center's (TDC) operations. CMOS is operating in the 21st Theater Support Command and automates the receipt, cross-docking, manifesting, and shipment of cargo arriving via all modes to all supported destinations. This automated TDC provides visibility and traceability of items being distributed to deployed forces and retrograded to National providers.

Army—Unit Level Logistics Systems–Aviation (ULLS-A)

ULLS-A(E) is a computer-based software system operated by flight company crew chiefs and field-level aviation maintenance personnel to track PMCS, on-hand Prescribed Load List (PLL) usage, and The Army Maintenance Management System-Aviation (TAMMS-A) functions. ULLS applications reside in the portfolio of the Army's automated logistics and integrated systems (ALIS). ULLS-A(E) offers a menu-driven, interactive capability that provides on-line inquiry responses and file updates, and can accommodate multiple units requirements on a single computer. ULLS-A is located with the aircraft at flight companies and at Aviation Unit Maintenance (AVUM) and Aviation Intermediate Maintenance (AVIM) units. ULLS-A is part of the Single Army Logistics Enterprise (SALE) architecture.

Army—Very Small Aperture Terminal (VSAT)

Remote satellite terminals (Very Small Aperture Terminals [VSAT]) are owned and operated by CSS units. They are part of CSS SATCOM, which uses commercial satellite technology to deliver a satellite-based, global, wide area data network supporting current and future CSS information systems. Key aspects of the CSS SATCOM network include fully IP-based connection to the Non-secure Internet Protocol Router Network (NIPRNET) (Sensitive But Unclassified [SBU] Transport & Encryption); remote satellite terminals (VSAT connects the Army CSS units); four regional teleports providing global coverage; and a single commercial network management center and helpdesk in the Continental United States (CONUS). CSS SATCOM and its VSAT element are critical components of the Army Connect the Logistician Program.

Marine Corps—Automatic Identification Technology (AIT)

Automatic Identification Technology has been an integral part of logistics for many years, encompassing enablers such as barcodes, LOGMARS, magnetic stripes, Integrated Circuit Chips (ICC), Optical Memory Cards (OMC), Voice Recognition, Contact Memory Buttons, and RFID. Current AIT efforts involve identifying, analyzing, and adopting new, enhanced equipment and technologies to add to the "tool box" of technology available to Operating Forces and Program Managers. AIT will pass through a series of Full Operational Capability, or FOC, events over the next few years due to the range of technologies that are available and required to be implemented to meet the full spectrum of logistics identification requirements within the Marine Corps.

Marine Corps—Autonomic Logistics (AL)

AL is the Marine Corps concept for overcoming deficiencies in collecting and processing mission critical data associated with ground tactical equipment in austere environments. Current and future warfighting concepts require real-time visibility of ammunition and fuel consumption, operational status of platforms (weapons, vehicles, support systems, etc.) and distribution events. AL is intended to "capture, transmit, and hang" data. It forms the foundation of "sense" in the Marine Corps' Sense & Respond Logistics (S&RL) Capability. AL is early in its development, on a cycle that will take several years. Its Initial Operational Capability will roughly correspond to the fielding of weapons systems that incorporate AL sensors. This will include current efforts to retrofit the Amphibious Assault Vehicle (AAV), the Light Armored Vehicle (LAV), and the Medium Tactical Vehicle Replacement (MTVR). Additionally, several new weapons systems are being designed with AL in mind, such as the Joint Light Tactical Vehicle (JLTV) and the Marine Personnel Carrier (MPC).

Marine Corps—Global Combat Support System (GCSS)-MC

GCSS-MC is the primary technology enabler for the Marine Corps Logistics Modernization strategy. GCSS-MC is a deployable portfolio of systems that enables the improved processes documented by the Marine Corps Logistics Operation Architecture (LOG OA). The LOG OA provides a seamless, end-to-end process for Logistics Chain Management (LCM) based on latest best practices and the Supply Chain Operational Reference (SCOR) model. GCSS-MC will replace 30-year-old stove-piped systems with cutting-edge, integrated, web-based, deployable systems. It will provide the backbone for all logistics information required by the Marine Air Ground Task Force. Block 1 of GCSS-MC will begin to be fielded in 2008, which is critical to moving our logistics modernization efforts forward. However, there are future capabilities envisioned under Global Combat Support System Marine Corps, which will cover areas including distribution and transportation, health services, and engineering, well into the next decade.

Navy—Naval Tactical Command Support System (NTCSS)

NTCSS is a tactical command support information system for maintenance management of ships, submarines, aviation squadrons, and intermediate maintenance activities (afloat and ashore); it also provides supply control, requirements processing, parts ordering and tracking, inventory management and financial management. NTCSS is a multi-application program that provides standard information resource management to various afloat and associated shore-based Fleet activities. It incorporates the functionality of SNAP, NALCOMIS, and MRMS.

Navy—Navy Enterprise Resource Planning (ERP)

The Navy Enterprise Resource Planning (ERP) Program is an integrated business management system that modernizes and standardizes how the Navy manages its people, money, programs, equipment, supplies, and maintenance. It provides unprecedented management visibility across the enterprise and increases effectiveness

and efficiency. The mission of the Navy ERP Program is to standardize Navy business processes for key acquisition, financial, and logistics operations. The ERP Program is organized into three releases:

- Release 1. Financial and Acquisition functionality
- Release 1.1 Wholesale and Retail Supply functionality
- Release 1.2 I-Level Maintenance functionality.

Navy ERP is intended to be the Navy Enterprise business backbone, providing a single supply chain solution as well as enterprise financial transparency.

Navy—Ordnance Information System (OIS)

The DON OIS is an integrated suite of tools used to manage the conventional ordnance stockpile by providing timely, relevant, and accurate ordnance information and global visibility. It integrates wholesale, retail, and unique ordnance decision support systems to facilitate global ordnance positioning and information sharing across the DON ordnance community. The key objective in development of OIS is using a strategy of building upon the capability of current systems, integrating them incrementally, and creating a single, distributed data structure accessible by many functional applications—a system of systems. As a classified system, OIS provides controlled global access via SIPRNET, and a three-tiered architecture including a distributed database server, web-based application servers, and thin client workstations to provide low, life-cycle cost. A single transaction will result in system-wide updates, and provide end users with timely access to consistent ordnance information. In support of OIS, the hardware architecture provides a primary and secondary redundant site which allows no single point of failure.

Goal 1: Unity of Effort

Objective 1.6
Develop and implement a DoD Logistics Human Capital Strategic Plan for a competency-based enterprise logistics workforce

Supporting Initiatives

Figure 3-2. Initiatives and Programs Supporting Objective 1.6

Initiatives	FY08	FY09	FY10	FY11	FY12	FY13
Marine Corps						
Logistics Modernization						
OSD: ADUSD(SCI)						
DoD Human Capital Strategy						
USJFCOM						
Joint Contingency Contracting Support Office	TBD					
△ IOC/Milestone ▲ FOC						

Initiative Descriptions

Marine Corps—Logistics Modernization

Logistics Modernization is the largest coordinated and cross-organizational effort ever undertaken to transform Marine Corps logistics. A three-pronged improvement and integration initiative focusing on Marine Corps people, processes, and technologies, Logistics Modernization will integrate and streamline supply, maintenance, and distribution resulting in more effective logistics support to the warfighter and the Marine Air-Ground Task Force (MAGTF) on the battlefield.

OSD: ADUSD(SCI)—DoD Human Capital Strategy (HCS)

The purpose of the HCS effort is to develop a strategy that is based on a consistent core competency-based framework that can be implemented across the DoD Service/Agency Logistics community to enable achievement of the vision—the DoD Logistics HCS vision is to develop an integrated, agile, and high-performing future workforce of multi-faceted, interchangeable logisticians that can succeed in a joint operating environment. The bedrock for this vision is competency-based management of the DoD's logistics workforce, manifest in the creation of a logistics career roadmap with a common lexicon and set of logistics competencies and proficiencies. Operationalized through a DoD Logistics Career Development Framework (LCDF), this roadmap will provide the future logistics workforce with the right mix of function-specific subject matter experts and multi-faceted Enterprise logisticians.

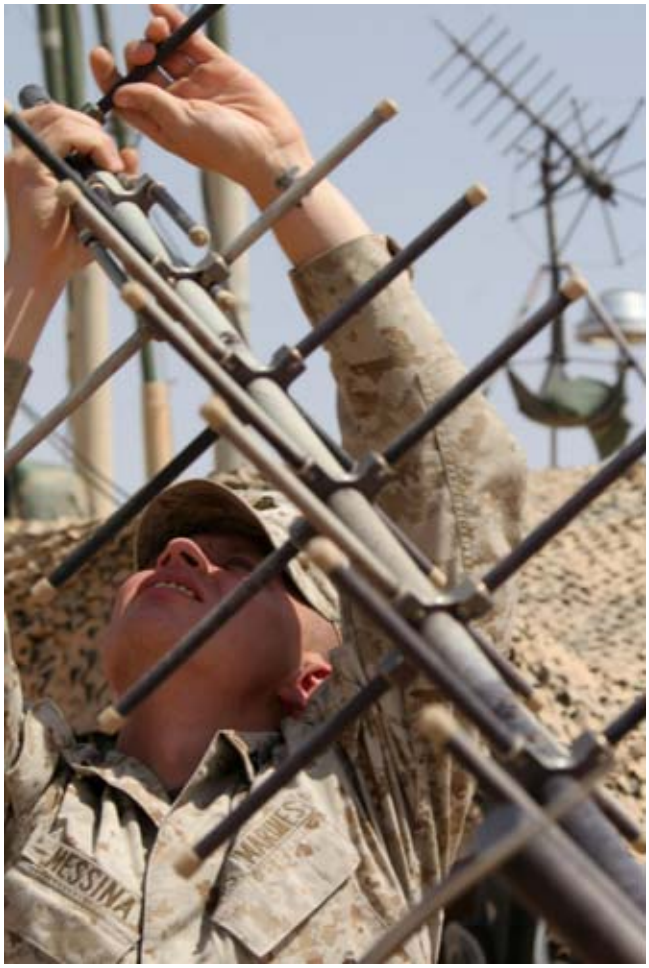
USJFCOM—Joint Contingency Contracting Support Office

The Joint Contingency Contracting Support Office (JCCSO) participates in the Combatant Commanders deliberate planning process to develop and maintain a set of rules, tools, and processes necessary to plan, oversee, and manage contingency contracting operations in support of a deployed Joint Force Commander (JFC). The JCCSO will review operation plans (OPLANs) and concept plans (CONPLANs) on a continuous

basis to ensure early identification and inclusion of contract requirements and contractors in the deliberate planning process. The JCCSO will be manned at around 25 full-time permanent military, civilian, and contractor personnel at a selected host command. Assigned personnel will be functional experts and liaison personnel will be assigned from appropriate agencies. The JCCSO will provide initial fly-away response contracting teams to establish an initial operating capability to the JFC and will be responsible for coordinating and monitoring all contractor presence in the joint operating area (JOA). As the operation matures and on order, the JCCSO will be upgraded to a Joint Contracting Center (JCC) to enable the coordination of multiple lines of communications required during Phase Four or Security, Stability, Transition, and Reconstruction Operations (SSTRO).

JCCSO capabilities include the following:

- Timely identification of requirements and shortfalls
- Ability to synchronize component capabilities
- Documented procedures (SOPs)
- Coordinated contractor management (the ability to manage and maintain visibility of associated contractor personnel providing support to the joint force in a designated operational area):
    - Conduct contractor management planning
    - Prepare for deployment/redeployment
    - In-theater contractor personnel management
    - Government provided support
    - Coordinate other governmental agency contract actions
- Improved contract support integration (the ability to synchronize and integrate contract support being executed in a designated operational area in support of the joint force):
    - Conduct contract support integration planning
    - Identify and synchronize in-theater requirements
    - Develop contract instruments
    - Execute contracts
    - Conduct contract closeout.



Goal 2: Visibility

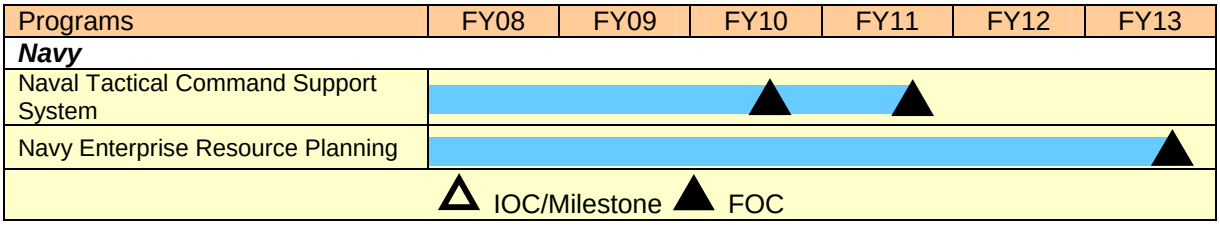
Objective 2.4
Implement information technology strategies for improved visibility and interoperability

Supporting Initiatives and Programs

Figure 3-3. Initiatives and Programs Supporting Objective 2.4

Initiatives	FY08	FY09	FY10	FY11	FY12	FY13
Air Force						
Automatic Identification Technology						
Army						
Common Logistics Operating Environment Army Integrated Logistics Architecture						
Condition-Based Maintenance Plus						
CSS Transformation and Modularity	TBD					
Marine Corps						
Unique Identification	TBD					
Navy						
Logistics Common Operating Picture						
OSD: ADUSD(MPP)						
Item Unique Identification - Serialized Item Management in Maintenance	TBD					
OSD: ADUSD (SCI)						
Item Unique Identification						
USJFCOM						
Joint Experimental Deployment and Support	TBD					
Programs	**FY08**	**FY09**	**FY10**	**FY11**	**FY12**	**FY13**
Air Force						
Expeditionary Combat Support Systems						
Army						
Automatic Identification Technology-Radio Frequency In-Transit Visibility	TBD					
Combat Service Support Automated Information Systems Interface						
Very Small Aperture Terminal	TBD					
Marine Corps						
Global Combat Support System-MC						TBD

Figure 3-3. Initiatives and Programs Supporting Objective 2.4



Initiative Descriptions

Air Force—Automatic Identification Technology

The Automatic Identification Technology (AIT) initiative comprises a suite of technologies, including Serial Number Tracking (SNT), Item Unique Identification (IUID), and Radio Frequency Identification (RFID), that will improve the USAF Supply Chain In-Transit Visibility (ITV) and give USAF Total Asset Visibility (TAV).

Army—Common Logistics Operating Environment (CLOE) Army Integrated Logistics Architecture (AILA)

The CLOE is the Headquarters, Department of the Army, G-4 initiative to synchronize logistics concepts, organizations, and the latest generation of technologies into a single operational and technical architecture for Current and Future Force structures. The goal is to give warfighters and logisticians at all levels total situational awareness within a common operating picture for all aspects of logistics, from factory to foxhole. Using tests, simulations, user assessments, and proofs of enablers demonstrations, CLOE has provided the data needed to design a robust logistics operating environment; demonstrate the capabilities required to implement the operating environment across the logistics domain; and identify the resources, schedule drivers, and integration needed for Army-wide implementation. CLOE enablers are a combination of new and existing technologies that are synchronized to provide health monitoring capabilities and real time reporting from the platform to logistics and command and control (C2) systems. Ultimately this provides the realistic data needed to design a robust logistics operating environment from the platform through tactical, strategic and operational echelons. AILA supports the CLOE by providing an Army/Joint methodology that defines the Focused Logistics Vision and synchronizes individual embedded diagnostic and prognostics efforts into a common architecture. It is the Army's designated and overarching logistics architecture of record and provides the means to move and translate data from multiple sources into meaningful information. AILA spans the tactical through strategic echelons and supports a Joint integrated environment; it also informs, guides, and supports decisions for the Single Army Logistics Enterprise (SALE) and assists the Army logistics community in achieving integration and interoperability in the Logistics and Warfighter domains. AILA, which is compliant with the Department of Defense Architecture Framework (DODAF), focuses on current and future concepts, their associated concepts of operations and concepts of employment, Service concepts, Army doctrine, and transformation of the Total Force as articulated in the Army Campaign Plan.

Army—Condition-Based Maintenance Plus (CBM+)

Condition-Based Maintenance (CBM) is a DoD-mandated equipment maintenance capability enabled by the use of system health indications to predict functional failure and take appropriate action. CBM+ consists of a set of rigorously defined maintenance tasks derived from Reliability-Centered Maintenance (RCM) analysis.

The goal is to improve the availability of weapons systems throughout their life cycle and reduce cost/maintenance burden, leading to a reduced logistics footprint.

Army—CSS Transformation and Modularity

The Army has resourced modular BCTs to be self-sustaining for expeditionary operations. Above the BCT level, sustainment brigades and their subordinate modular units provide the capabilities to support units within their area of operations for extended campaigns. Providing the right balance between brigade Combat Service Support (CSS) and echelon-above-brigade CSS will ensure an expeditionary Army with campaign qualities that operates as a critical part of the Joint Force.

Marine Corps—Unique Identification (UID)

The purpose of this initiative is to uniquely identify items with a Unique Item Identifier (UII) via machine-readable information (MRI) marking represented by a two-dimensional data matrix. This UII will globally distinguish an item from all other like and unlike items. The IUID origination data (birth record) for the item will be captured primarily via the Wide Area Work Flow (WAWF) application and stored in a DoD central repository known as the IUID Registry. With IUID and its associated scanning technology, an individual asset can be tracked through its entire life-cycle.

Navy—Logistics Common Operating Picture (LOGCOP)

LOGCOP is an automated decision support tool that links logisticians to databases and management tools on a common system. Linking to GCCS-M (Global Command and Control System-Maritime), LOGCOP creates a one-stop logistics information environment within the integrated Common Operational Picture.

OSD: ADUSD(MPP)—Item Unique Identification– (IUID-) Serialized Item Management (SIM) in Maintenance

IUID is a critical enabler of maintenance transformation that facilitates life history data recording at the item level. It automates data capture and up-line reporting, making SIM practical and affordable. IUID implementation needs to be aggressively managed within the DoD maintenance enterprise, as does planning for establishing robust SIM capability. IUID-enabled SIM maintenance processes are codified Service requirements (DODI 4151.19). All legacy parts marking and associated data transactions will be accomplished by the DoD maintenance enterprise. Demonstrating IUID-enabled SIM builds the case for transformed, information-centric DoD maintenance operations.

OSD: ADUSD (SCI)—Item Unique Identification (IUID)

Item unique identification (IUID) provides for marking personal property items with a machine-readable Unique Item Identifier (UII), which is a set of globally unique data elements. The UII is used in functional automated information systems to value and track DoD items through their life cycle. A registry of items marked with UIIs provides accurate and accessible unique identification and pedigree information about these items. This information is used to ensure accurate acquisition, repair, and deployment of items is efficient and effective.

USJFCOM—Joint Experimental Deployment and Support

The Joint Experimental Deployment and Support (JxDS) concept is a family of organizational options (staff or command) designed to enhance the coordination, integration, and synchronization of operational logistics to increase force employment opportunities and alternatives. JxDS is a building-block, scalable approach that allows combatant commanders to tailor their organizations. The JxDS concept is providing capabilities

through the following prototypes: Joint Force Support Component Command in U.S. Forces Korea; an Enhanced Logistics Staff in U.S. Pacific Command (USPACOM); and an Enhanced Logistics Staff to synchronize interagency and U.S. military efforts in U.S. Southern Command; joint enabling the Theater Sustainment Command in U.S. Central Command; and helping to establish the Special Operations Acquisition and Logistics Center in U.S. Special Operations Command to support irregular warfare.

JxDS capabilities include the following:

- Centralized joint logistics planning
- Efficient adjudication of conflicting priorities
- In-transit visibility and tracking
- Timely identification of requirements and shortfalls
- Clear understanding of component capabilities
- Ability to synchronize component capabilities
- Integrated log processes
- Improved capability to direct resources
- Documented procedures (SOPs)
- Joint mission-essential task list based logistics training
- Single logistics point of contact with effective organizational construct
- Operations/logistics coordination and integration
- Improved cross-component collaboration.

Program Descriptions

Air Force—Expeditionary Combat Support Systems (ECSS)

ECSS is a commercial off-the-shelf technology that integrates the logistics data and processes into a unified system consisting of multiple software components for logistics financials, maintenance repair, and overhaul—essentially the end-to-end supply chain. It will enable seamless flow of information across Air Force logistics enterprise. ECSS will redefine Air Force logistics business processes and information systems into a single integrated solution. The majority of Air Force retail, wholesale, and Air Logistics Center (ALC) systems and their related processes will be replaced with a single solution set of business processes, software applications, and data. ECSS will enable the transformation of Air Force Logistics Operations by guiding the redesign of business processes supported by selected, configured, and deployed information technology (IT) products. The ECSS is a multi-year program targeted to replace hundreds of legacy systems.

Army—Automatic Identification Technology (AIT)-Radio Frequency In-Transit Visibility (RF-ITV)

AIT comprises a suite of tools and devices (barcodes, contact buttons, RFID tags, fixed and mobile scanners, imagers, and readers) that collect, aggregate, and transport data to enable accurate, timely visibility of assets in motion and at rest and to enable hands-free transaction processing to automation information systems. A

major deployed AIT capability is the Radio Frequency In-Transit Visibility (RF-ITV). RF-ITV is a system of strategically positioned infrastructure providing automated near and real-time in-transit visibility of equipment and supplies by integrating radio frequency identification and satellite global positioning systems devices (MTS, VISTAR). RF-ITV shares location information to 35 Army (BCS3, SAAS-MOD, SARSS) and DoD logistics systems (GTN, AV, IGE, WPS, GATES) to provide logisticians with decision-making information to support the warfighter. RF-ITV also integrates logistics visibility across the joint-coalition spectrum by providing support to the UK, AUS, Canada, and NATO militaries. Integration of other AIT capabilities enable RF-ITV to provide security and environmental condition monitoring of sensitive and perishable shipments in transit and in storage. The use of AIT devices supports the business mission areas of depot maintenance, overhaul, and repair as part of RESET, flight line maintenance and flight safety critical part pedigree management, and item unique identification (IUID) for property accounting. Designed to provide hands-free, accurate, and timely data collection and reporting, AIT-enabled logistics operations facilitate transformation of processes to support the Single Army Logistics Enterprise (SALE), Enterprise Resource Planning (ERP).

Army—Combat Service Support Automated Information Systems Interface (CAISI)

The Combat Service Support (CSS) Automated Information System Interface (CAISI) allows current and emerging battlefield CSS automation devices to electronically exchange information via tactical networks similar to a wireless local area network (LAN). CAISI also interfaces with other battlefield and sustaining base automated systems. CAISI provides unit commanders/logistics managers with an interface device to support combat service support doctrine for full spectrum operations. This capability supports non-contiguous concentration of users and the transfer of real time information in both fixed and mobile operating environments. When these CAISI-enabled local networks are connected to the World Wide Web via the Combat Service Support Very Small Aperture Terminal (CSS-VSAT) (a satellite dish) it results in real time data flow from unit to national level with near immediate feedback on requisitions and logistics data functions providing increased visibility and logistics and operational.

Army—Very Small Aperture Terminal (VSAT)

Remote satellite terminals (Very Small Aperture Terminals [VSAT]) are owned and operated by CSS units. They are part of CSS SATCOM, which uses commercial satellite technology to deliver a satellite-based, global, wide area data network supporting current and future CSS information systems. Key aspects of the CSS SATCOM network include fully IP-based connection to the Non-secure Internet Protocol Router Network (NIPRNET) (Sensitive But Unclassified [SBU] Transport & Encryption); remote satellite terminals (VSAT connects the Army CSS units); four regional teleports providing global coverage; and a single commercial network management center and helpdesk in the Continental United States (CONUS). CSS SATCOM and its VSAT element are critical components of the Army Connect the Logistician Program.

Marine Corps—Global Combat Support System (GCSS)-MC

GCSS-MC is the primary technology enabler for the Marine Corps Logistics Modernization strategy. GCSS-MC is a deployable portfolio of systems that enables the improved processes documented by the Marine Corps Logistics Operation Architecture (LOG OA). The LOG OA provides a seamless, end-to-end process for Logistics Chain Management (LCM) based on latest best practices and the Supply Chain Operational Reference (SCOR) model. GCSS-MC will replace 30-year-old stove-piped systems with cutting-edge, integrated, web-based, deployable systems. It will provide the backbone for all logistics information required by the Marine Air Ground Task Force. Block 1 of GCSS-MC will begin to be fielded in 2008, which is critical to moving our logistics modernization efforts forward. However, there are future capabilities envisioned under Global Combat Support System Marine Corps, which will cover areas including distribution and transportation, health services, and engineering, well into the next decade.

Navy—Naval Tactical Command Support System (NTCSS)

NTCSS is a tactical command support information system for maintenance management of ships, submarines, aviation squadrons, and intermediate maintenance activities (afloat and ashore); it also provides supply control, requirements processing, parts ordering and tracking, inventory management and financial management. NTCSS is a multi-application program that provides standard information resource management to various afloat and associated shore-based Fleet activities. It incorporates the functionality of SNAP, NALCOMIS, and MRMS.

Navy—Navy Enterprise Resource Planning (ERP)

The Navy Enterprise Resource Planning (ERP) Program is an integrated business management system that modernizes and standardizes how the Navy manages its people, money, programs, equipment, supplies and maintenance. It provides unprecedented management visibility across the enterprise and increases effectiveness and efficiency. The mission of the Navy ERP Program is to standardize Navy business processes for key acquisition, financial, and logistics operations. The ERP Program is organized into three releases:

- Release 1. Financial and Acquisition functionality
- Release 1.1 Wholesale and Retail Supply functionality
- Release 1.2 I-Level Maintenance functionality.

Navy ERP is intended to be the Navy Enterprise business backbone, providing a single supply chain solution as well as enterprise financial transparency.

Goal 2: Visibility

Objective 2.5
Enable a single authoritative data set for informed logistics decision making

Supporting Initiatives and Programs

Figure 3-4. Initiatives and Programs Supporting Objective 2.5

Initiatives	FY08	FY09	FY10	FY11	FY12	FY13
Air Force						
Logistics Installations Mission Support - Enterprise View						
Army						
Common Logistics Operating Environment Army Integrated Logistics Architecture						
Condition-Based Maintenance Plus						
CSS Transformation and Modularity	TBD					
Single Army Logistics Enterprise	TBD					
Marine Corps						
Logistics Modernization						
Navy						
Department of the Navy Life Cycle Item Identification	TBD					
Logistics Common Operating Picture						
OSD: ADUSD(SCI)						
Commodity Management						
OSD: ADUSD(MPP)						
Transportation Payment Business Rules						
USTRANSCOM						
Integrated Data Environment/Global Transportation Network Convergence						
Programs	FY08	FY09	FY10	FY11	FY12	FY13
Air Force						
Expeditionary Combat Support Systems						
Army						
Battle Command Sustainment and Support System	TBD					
Logistics Modernization Program						
Navy						
Naval Tactical Command Support System						

△ IOC/Milestone ▲ FOC

Initiative Descriptions

Air Force—Logistics Installations Mission Support–Enterprise View (LIMS-EV)

Logistics Installations Mission Support–Enterprise View (LIMS-EV) will provide a single capability to exploit secure and standardized information across all A4/7 resources to support operational, tactical, and strategic decision making.

Army—Common Logistics Operating Environment (CLOE) Army Integrated Logistics Architecture (AILA)

The CLOE is the Headquarters, Department of the Army, G-4 initiative to synchronize logistics concepts, organizations, and the latest generation of technologies into a single operational and technical architecture for Current and Future Force structures. The goal is to give warfighters and logisticians at all levels total situational awareness within a common operating picture for all aspects of logistics, from factory to foxhole. Using tests, simulations, user assessments, and proofs of enablers demonstrations, CLOE has provided the data needed to design a robust logistics operating environment; demonstrate the capabilities required to implement the operating environment across the logistics domain; and identify the resources, schedule drivers, and integration needed for Army-wide implementation. CLOE enablers are a combination of new and existing technologies that are synchronized to provide health monitoring capabilities and real time reporting from the platform to logistics and command and control (C2) systems. Ultimately this provides the realistic data needed to design a robust logistics operating environment from the platform through tactical, strategic and operational echelons. AILA supports the CLOE by providing an Army/Joint methodology that defines the Focused Logistics Vision and synchronizes individual embedded diagnostic and prognostics efforts into a common architecture. It is the Army's designated and overarching logistics architecture of record and provides the means to move and translate data from multiple sources into meaningful information. AILA spans the tactical through strategic echelons and supports a Joint integrated environment; it also informs, guides, and supports decisions for the Single Army Logistics Enterprise (SALE) and assists the Army logistics community in achieving integration and interoperability in the Logistics and Warfighter domains. AILA, which is compliant with the Department of Defense Architecture Framework (DODAF), focuses on current and future concepts, their associated concepts of operations and concepts of employment, Service concepts, Army doctrine, and transformation of the Total Force as articulated in the Army Campaign Plan.

Army—Condition-Based Maintenance Plus (CBM+)

Condition-Based Maintenance (CBM) is a DoD-mandated equipment maintenance capability enabled by the use of system health indications to predict functional failure and take appropriate action. CBM+ consists of a set of rigorously defined maintenance tasks derived from Reliability-Centered Maintenance (RCM) analysis. The goal is to improve the availability of weapons systems throughout their life cycle and reduce cost/maintenance burden, leading to a reduced logistics footprint.

Army—CSS Transformation and Modularity

The Army has resourced modular BCTs to be self-sustaining for expeditionary operations. Above the BCT level, sustainment brigades and their subordinate modular units provide the capabilities to support units within their area of operations for extended campaigns. Providing the right balance between brigade Combat Service Support (CSS) and echelon-above-brigade CSS will ensure an expeditionary Army with campaign qualities that operates as a critical part of the Joint Force.

Army—Single Army Logistics Enterprise (SALE)

The SALE initiative comprises three components that integrate strategic, operational, and tactical logistics functions into a fully integrated, end-to-end Army logistics enterprise solution:

- The Logistics Modernization Program (LMP) is the Army's national logistics system that will replace two legacy wholesale systems: the Standard Depot System (SDS) and the Commodity Command Standard System (CCSS).
- The Global Combat Support System-Army Field/Tactical (GCSS-Army (F/T) is the tactical logistics picture that will fold tactical logistics systems into one integrated environment at the combat service support levels and will interface them with the rest of the Army enterprise environment. GCSS-Army (F/T) is replacing a variety of legacy tactical-level logistics information systems, including the Standard Army Retail Supply System (SARSS), the Standard Army Maintenance System (SAMS), the Unit Level Logistics System (ULLS), and the Integrated Logistics Analysis Program (ILAP).
- Product Lifecyle Management Plus (PLM+) is the technical link between LMP and GCSS-Army. PLM+ serves as the single data repository and provides seamless linkage from the national to the tactical levels.

Marine Corps—Logistics Modernization

Logistics Modernization is the largest coordinated and cross-organizational effort ever undertaken to transform Marine Corps logistics. A three-pronged improvement and integration initiative focusing on Marine Corps people, processes, and technologies, Logistics Modernization will integrate and streamline supply, maintenance, and distribution resulting in more effective logistics support to the warfighter and the Marine Air-Ground Task Force (MAGTF) on the battlefield.

Navy—Department of the Navy (DON) Life Cycle Item Identification

Through this initiative, the DON seeks to establish Item Unique Identification (IUID) solutions that support the serialized item management of materiel within DON, leverage Automatic Identification Technology (AIT) to enable IUID data capture within Enterprise Supply Chain processes, integrate Enterprise Automatic Information Systems to enhance Logistics and Maintenance reporting for TLCM, and create IUID business standards that satisfy DoD Net Centric Unique Identification (UID) requirements.

Navy—Logistics Common Operating Picture (LOGCOP)

LOGCOP is an automated decision support tool that links logisticians to databases and management tools on a common system. Linking to GCCS-M (Global Command and Control System-Maritime), LOGCOP creates a one-stop logistics information environment within the integrated Common Operational Picture.

OSD: ADUSD(SCI)—Commodity Management

Commodity management aligns requirements and market dynamics to optimize total cost of ownership, ensure sources of supply and a strong supply base, and bring supplier innovation to weapons systems acquisition and sustainment.

OSD: ADUSD (TP)—Transportation Payment Business Rules

In 1999, DoD began using a commercial third-party payment system to process commercial transportation payments. Since inception, oversight of the program and its underlying business rules has evolved. However, the program has not been subject to a comprehensive review to ensure that rules and processes are consistent with the intent of the program, that sufficient internal controls are in place, and that no significant gaps exist. This initiative undertakes such a review.

USTRANSCOM—Integrated Data Environment (IDE)/Global Transportation Network (GTN) Convergence (IGC)

IDE is a net-centric, service oriented data capability that provides access to supply chain and transportation data across DLA and USTRANSCOM landscape. GTN is the existing system that warehouses and integrates information from multiple transportation, distribution, and supply systems and provides the capability to track passengers and cargo moving through the Defense Transportation System (DTS). IDE/GTN Convergence (IGC) will retire the legacy components of GTN and expand the newer ones. It forms the foundational architecture required to improve visibility, decision making, timeliness, and process change across business systems.

Program Descriptions

Air Force—Expeditionary Combat Support Systems (ECSS)

ECSS is a commercial off-the-shelf technology that integrates the logistics data and processes into a unified system consisting of multiple software components for logistics financials, maintenance repair, and overhaul—essentially the end-to-end supply chain. It will enable seamless flow of information across Air Force logistics enterprise. ECSS will redefine Air Force logistics business processes and information systems into a single integrated solution. The majority of Air Force retail, wholesale, and Air Logistics Center (ALC) systems and their related processes will be replaced with a single solution set of business processes, software applications and data. ECSS will enable the transformation of Air Force Logistics Operations by guiding the redesign of business processes supported by selected, configured and deployed information technology (IT) products. The ECSS is a multi-year program targeted to replace hundreds of legacy systems.

Army—Battle Command Sustainment and Support System (BCS3)

The Battle Command Sustainment Support System (BCS3) is the logistics Command and Control (C2) solution for U.S. land forces. BCS3 gives commanders the capability to execute end-to-end distribution and deployment management and bring better situational awareness resulting in better decision-making capability to warfighters. It enables warfighters to target, access, scale, and tailor critical logistics information in near-real time. BCS3 has been adopted and integrated into joint and strategic logistics command and control processes. BCS3 is the only near-term end-to-end logistics COP solution for the joint commander. BCS3 will maintain its core capabilities and continue to advance in development while integrating into the joint command and control architecture. This continued development will enable decision superiority via advanced collaborative information sharing achieved through interoperability. Funding procures:

- System Support Rep Kit Hardware
- CAISI Bridge Module Hardware
- CAISI Client Module Hardware.

Army—Logistics Modernization Program (LMP)

The Logistics Modernization Program (LMP) is the core solution for achieving the national component of the Army's modernized supply chain. LMP is a comprehensive and robust implementation of an ERP based on the quantum of functionality, magnitude of data, number of interfaces, number of users, and number of locations. The business scope and complexity of the LMP solution is analogous to a large multinational conglomerate with multiple businesses (commands), diverse product portfolios, and multiple complex supply chains, and all with the added challenge of customers (Warfighters) that depend on readiness for survival. LMP is a crucial component for achieving the Single Army Logistics Enterprise (SALE) and is the path toward being fully Chief Financial Officers (CFO) Act and Federal Financial Management Improvement Act (FFMIA) compliant in the Army's logistics domain.

Navy—Naval Tactical Command Support System (NTCSS)

NTCSS is a tactical command support information system for maintenance management of ships, submarines, aviation squadrons, and intermediate maintenance activities (afloat and ashore); it also provides supply control, requirements processing, parts ordering and tracking, inventory management and financial management. NTCSS is a multi-application program that provides standard information resource management to various afloat and associated shore-based Fleet activities. It incorporates the functionality of SNAP, NALCOMIS, and MRMS.

Goal 3: Rapid and Precise Response

Objective 3.11
Drive acquisition processes to focus on sustainment key performance parameter (KPP) and key system attributes (KSAs) as well as implementation of Performance Based Logistics (PBL) strategies

Supporting Initiatives and Programs

Figure 3-5. Initiatives and Programs Supporting Objective 3.11

Initiatives	FY08	FY09	FY10	FY11	FY12	FY13
Army						
Condition-Based Maintenance Plus						
Performance Based Logistics						
Single Army Logistics Enterprise	TBD					
Navy						
Independent Logistics Assessments	Continuous reviews, five-year reviews.					
Logistics Common Operating Picture						
OSD: ADUSD (MPP)						
Condition Based Maintenance Plus						
OSD: ADUSD (SCI)						
Commodity Management						
Programs	**FY08**	**FY09**	**FY10**	**FY11**	**FY12**	**FY13**
Air Force						
KC-X Tanker Replacement Program						FY15
Army						
Standard Army Ammunition System - Modernization	TBD					
Navy						
C-9 Replacement Program						FY17
Joint High Speed Intra-Theater Surface Lift						FY15
KC-130J						FY16
Naval Tactical Command Support System						

△ IOC/Milestone ▲ FOC

Initiative Descriptions

Army—Condition-Based Maintenance Plus (CBM+)

Condition-Based Maintenance (CBM) is a DoD-mandated equipment maintenance capability enabled by the use of system health indications to predict functional failure and take appropriate action. CBM+ consists of a set of rigorously defined maintenance tasks derived from Reliability-Centered Maintenance (RCM) analysis. The goal is to improve the availability of weapons systems throughout their life cycle and reduce cost/maintenance burden, leading to a reduced logistics footprint.

Army—Performance Based Logistics (PBL)

PBL is the preferred product support strategy for weapon system product support that employs the purchase of support as an integrated performance package designed to optimize system readiness.

Army—Single Army Logistics Enterprise (SALE)

The SALE initiative comprises three components that integrate strategic, operational, and tactical logistics functions into a fully integrated, end-to-end Army logistics enterprise solution:

- The Logistics Modernization Program (LMP) is the Army's national logistics system that will replace two legacy wholesale systems: the Standard Depot System (SDS) and the Commodity Command Standard System (CCSS).
- The Global Combat Support System-Army Field/Tactical (GCSS-Army (F/T) is the tactical logistics picture that will fold tactical logistics systems into one integrated environment at the combat service support levels and will interface them with the rest of the Army enterprise environment. GCSS-Army (F/T) is replacing a variety of legacy tactical-level logistics information systems, including the Standard Army Retail Supply System (SARSS), the Standard Army Maintenance System (SAMS), the Unit Level Logistics System (ULLS), and the Integrated Logistics Analysis Program (ILAP).
- Product Lifecyle Management Plus (PLM+) is the technical link between LMP and GCSS-Army. PLM+ serves as the single data repository and provides seamless linkage from the national to the tactical levels.

Navy—Independent Logistics Assessments (ILA)

ILA provides a structured methodology for assessing each DON acquisition program's planning and implementation of Integrated Logistics Support (ILS) and the ability of each program to meet established logistics performance requirements prior to major milestones, at initial operational capability (IOC), full operational capability (FOC), or at least every five years during the life cycle of the program.

Navy—Logistics Common Operating Picture (LOGCOP)

LOGCOP is an automated decision support tool that links logisticians to databases and management tools on a common system. Linking to GCCS-M (Global Command and Control System-Maritime), LOGCOP creates a one-stop logistics information environment within the integrated Common Operational Picture.

OSD: ADUSD(MPP)—Condition-Based Maintenance Plus (CBM+)

CBM+ is an umbrella initiative designed to integrate "best-of-breed" maintenance strategies and concepts (including, but not limited to Condition Based Maintenance and Reliability-Centered Maintenance) with emerging diagnostics and prognostics technologies to increase maintenance efficiency and productivity and to decrease weapon system sustainment costs. CBM+ capitalizes on advances in technology and commercial

information processing capabilities to support maintenance and logistics operations. CBM+ is not a single-event solution, but a maintenance improvement approach that repeatedly challenges weapons platform and equipment managers to collect meaningful information, analyze system performance, assess new technologies and processes, and implement effective solutions that enable improved capabilities.

OSD: ADUSD (SCI)—Commodity Management

Commodity management aligns requirements and market dynamics to optimize total cost of ownership, ensure sources of supply and a strong supply base, and bring supplier innovation to weapons systems acquisition and sustainment.

Program Descriptions

Air Force—KC-X Tanker Replacement Program

The KC-X Tanker Replacement Program is an acquisition effort to replace the fleet of aging KC-135 Stratotankers, which have been in service for more than 50 years. The KC-X provides aerial refueling to United States military and coalition aircraft. The primary mission of the KC-X aircraft is the strategic tanker mission using a fuselage mounted "flying boom" and multi-point hose/drogue systems. As a strategic airlifter, the KC-X can deliver oversized military equipment into bare bases while providing performance comparable to modern commercial airliners.

Army—Standard Army Ammunition System–Modernization (SAAS-MOD)

SAAS Modernized (SAAS-MOD) is a multi-level automated ammunition management, reporting, and accounting system that automates all retail Class V management life-cycle functions. It operates in both tactical and non-tactical environments, and provides automation support for automation support for the Theater Sustainment Command Distribution Management Center (TSC DMC); Expeditionary Sustainment Command Distribution Management Centers (ESC DMC); Ammunition Supply Activities at the Sustainment Brigade and TSC levels Theater Storage Areas (TSAs); Close Support Areas (CSAs); and Ammunition Supply Points (ASPs), Brigade Ammunition Office (BAO), and Ammunition Transfer Holding Points (ATHP). SAAS-MOD is part of Single Army Logistics Enterprise (SALE) architecture.

Navy—C-9 Replacement Program (C-40A)

This is a replacement program for the aging C-9/DC-9 aircraft. The current program of record is 17 aircraft. The C-40A provides time critical transportation capability for naval wartime and emergent operational requirements, and transportation support during peacetime.

Navy—Joint High Speed Intra-Theater Surface Lift (JHSV)

This initiative provides intra-theater logistics transport for supplies and personnel. It includes the ability to transport combat ready units rapidly without reliance on shore-based infrastructure and in austere environments.

Navy—KC-130J

This program replaces the aging USMC KC-130F/R/Ts. The current program of record is 79 aircraft. The KC-130J provides aerial refueling, rapid ground refueling, tactical troop transport, aerial delivery of personnel and cargo, airborne radio relay, and tactical aero-medical evacuation. It is a high-wing, long range, land-based monoplane powered by four truboprop engines each equipped with six blade variable pitch propellers. It is deployed worldwide, in all environments, in support of total force expeditionary operations.

Navy—Naval Tactical Command Support System (NTCSS)

NTCSS is a tactical command support information system for maintenance management of ships, submarines, aviation squadrons, and intermediate maintenance activities (afloat and ashore); it also provides supply control, requirements processing, parts ordering and tracking, inventory management and financial management. NTCSS is a multi-application program that provides standard information resource management to various afloat and associated shore-based Fleet activities. It incorporates the functionality of SNAP, NALCOMIS, and MRMS.

The next chapter examines supply-related objectives and initiatives and programs that contribute to achieving supply capabilities and capacity.

Chapter 4:
Supply Objectives, Initiatives, and Programs

This chapter examines the scope of the Supply JCA, the *Roadmap* objectives most clearly linked to the Supply JCA, GDF guidance for supply operations, and initiatives and programs that contribute to achieving *Roadmap* objectives and required supply capabilities and capacity.

Definitions

The Supply JCA is scoped by the Tier 2 and subordinate Tier 3 definitions below:

Supply—The ability to identify and select supply sources; schedule deliveries; receive, verify, and transfer product; and authorize supplier payments. It includes the ability to see and manage inventory levels, capital assets, business rules, supplier networks, and agreements (to include import requirements); as well as assessment of supplier performance:

- **Manage Supplies and Equipment**—The ability to maintain accountability and set retention levels of materiel and equipment.
- **Inventory Management**—The ability to control, cataloging, requirements forecasting, procurement scheduling, distribution, and overhaul (DX/RX) and disposal of materiel.
- **Manage Supplier Networks**—The ability to source requirements from the industrial base to meet routine and surge requirements.

Objectives

Of the twenty two *Roadmap* objectives identified in Chapter 2, these five are most clearly linked to the Supply JCA:

- Objective 1.1 Efficient procurement processes
- Objective 1.2 Effective procurement processes
- Objective 2.1 Visibility into customer materiel requirements and available resources to meet those needs
- Objective 3.1 Affordable availability in both peacetime and war
- Objective 3.2 Retrograde and disposal processes aligned to Department's needs.

GDF Guidance

The GDF provides the following guidance concerning supply operations:

- DLA with the Military Departments and Distribution Process Owner (DPO)[1] will use Base Realignment and Closure (BRAC) implementation to drive continued improvement in integrated supply support to the warfighter. Gaining visibility over both operational and supply requirements as part of the adaptive planning process.
- DLA with the Military Departments and DPO will develop uniform/collaborative demand forecasting capability to better anticipate warfighter needs.

Initiatives and Programs

In the following pages, each supply-associated objective has its own section that describes the initiatives and programs that support it.

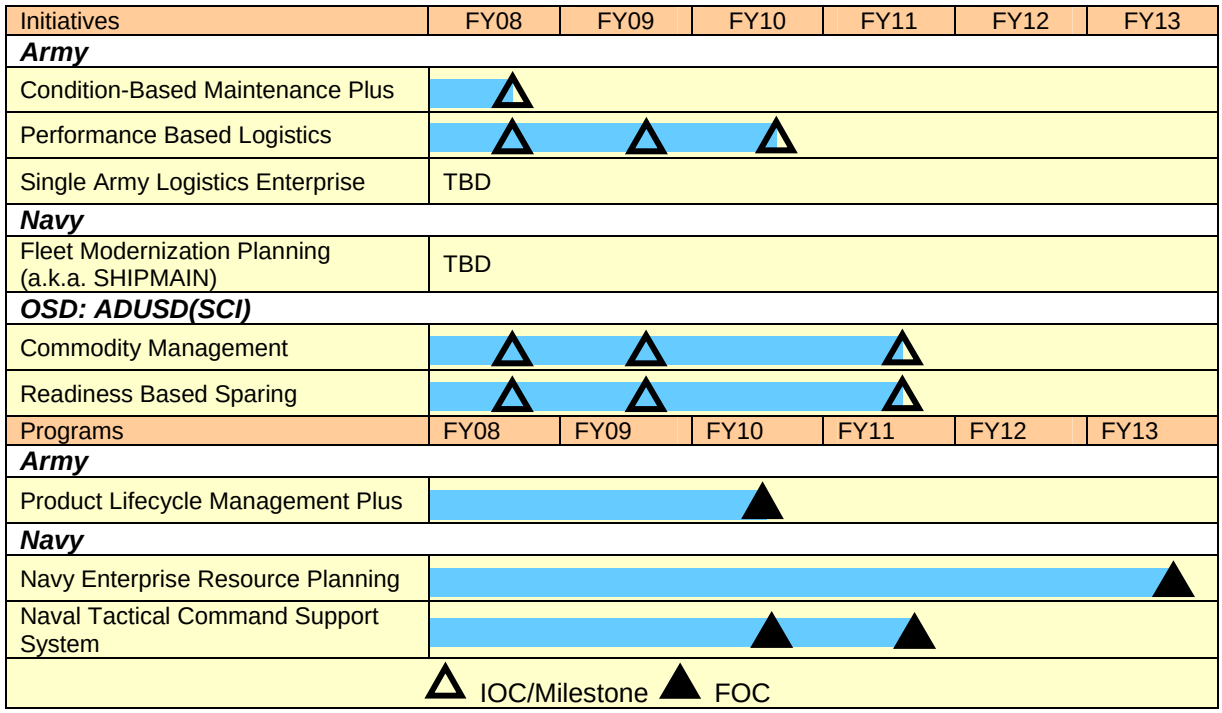
[1] The Secretary of Defense has designated the Commander, USTRANSCOM, as DoD's DPO. In this capacity, USTRANSCOM is tasked with developing effective and efficient distribution solutions to enhance strategic support to worldwide customers.

Goal 1: Unity of Effort

Objective 1.1
Efficient procurement processes

Supporting Initiatives and Programs

Figure 4-1. Initiatives and Programs Supporting Objective 1.1



Initiative Descriptions

Army—Condition-Based Maintenance Plus (CBM+)

Condition-Based Maintenance (CBM) is a DoD-mandated equipment maintenance capability enabled by the use of system health indications to predict functional failure and take appropriate action. CBM+ consists of a set of rigorously defined maintenance tasks derived from Reliability-Centered Maintenance (RCM) analysis. The goal is to improve the availability of weapons systems throughout their life cycle and reduce cost/maintenance burden, leading to a reduced logistics footprint.

Army—Performance Based Logistics (PBL)

PBL is the preferred product support strategy for weapon system product support that employs the purchase of support as an integrated performance package designed to optimize system readiness.

Army—Single Army Logistics Enterprise (SALE)

The SALE initiative comprises three components that integrate strategic, operational, and tactical logistics functions into a fully integrated, end-to-end Army logistics enterprise solution:

- The Logistics Modernization Program (LMP) is the Army's national logistics system that will replace two legacy wholesale systems: the Standard Depot System (SDS) and the Commodity Command Standard System (CCSS).
- The Global Combat Support System-Army Field/Tactical (GCSS-Army (F/T) is the tactical logistics picture that will fold tactical logistics systems into one integrated environment at the combat service support levels and will interface them with the rest of the Army enterprise environment. GCSS-Army (F/T) is replacing a variety of legacy tactical-level logistics information systems, including the Standard Army Retail Supply System (SARSS), the Standard Army Maintenance System (SAMS), the Unit Level Logistics System (ULLS), and the Integrated Logistics Analysis Program (ILAP).
- Product Lifecyle Management Plus (PLM+) is the technical link between LMP and GCSS-Army. PLM+ serves as the single data repository and provides seamless linkage from the national to the tactical levels.

Navy—Fleet Modernization Planning (FMP) (a.k.a. SHIPMAIN)

FMP is a Navy-wide initiative to create a surface ship maintenance and modernization program that will support the vision of "Sea Power 21" and its "Culture of Readiness" (COR). It includes fleet requirements, resourcing, work package preparations, contract award, and scheduling of work against the Fleet operating schedule.

OSD: ADUSD(SCI)—Commodity Management

Commodity management aligns requirements and market dynamics to optimize total cost of ownership, ensure sources of supply and a strong supply base, and bring supplier innovation to weapons systems acquisition and sustainment.

OSD: ADUSD (SCI)—Readiness Based Sparing (RBS)

RBS is a requirements determination process that computes the levels of secondary item spares needed to support a weapon system readiness goal at least cost. This joint RBS initiative was established to facilitate an expanded and common approach to the application of RBS software and business processes within and across the Department. This initiative will deliver component-level RBS capabilities using commercial off-the-shelf (COTS) solutions as well as define and execute a Department-wide RBS vision. Initial RBS pilots were established to explore RBS COTS capabilities and determine how these could be applied to the DoD environment.

Program Descriptions

Army—Product Life-Cycle Management Plus (PLM+)

Product Life-Cycle Management Plus (PLM+) is the enabler to support SALE requirements to integrate national & field-level logistics components of the SALE (LMP & GCSS-Army [F/T]). It serves as the technical enabler supporting requirements to integrate national and field logistics components of SALE, harmonize functional product management business rules/processes, and establish a single point of entry for interfaces between Logistics Modernization Program (LMP) and Global Combat Support System (GCSS)-Army (F/T) instances and external systems. PLM+ will be an Army-specific commercial off-the-shelf

(COTS) web portal implementation via the NetWeaver Platform from developer Systems Applications and Products (SAP) AG to support Army process scenarios and requirements that will provide:

- Hub services: For a service-oriented, single point of entry to connect, mediate, and control the exchange of data
- Optimized messaging: For routing and transforming message formats among appropriate trading partners
- Customer/vendor master data: The set of business processes and supporting application architecture to centralize the management of master data to ensure accuracy.

PLM+ is part of SALE.

Navy—Naval Tactical Command Support System (NTCSS)

NTCSS is a tactical command support information system for maintenance management of ships, submarines, aviation squadrons, and intermediate maintenance activities (afloat and ashore); it also provides supply control, requirements processing, parts ordering and tracking, inventory management and financial management. NTCSS is a multi-application program that provides standard information resource management to various afloat and associated shore-based Fleet activities. It incorporates the functionality of SNAP, NALCOMIS, and MRMS.

Navy—Navy Enterprise Resource Planning (ERP)

The Navy Enterprise Resource Planning (ERP) Program is an integrated business management system that modernizes and standardizes how the Navy manages its people, money, programs, equipment, supplies and maintenance. It provides unprecedented management visibility across the enterprise and increases effectiveness and efficiency. The mission of the Navy ERP Program is to standardize Navy business processes for key acquisition, financial, and logistics operations. The ERP Program is organized into three releases:

- Release 1. Financial and Acquisition functionality
- Release 1.1 Wholesale and Retail Supply functionality
- Release 1.2 I-Level Maintenance functionality.

Navy ERP is intended to be the Navy Enterprise business backbone, providing a single supply chain solution as well as enterprise financial transparency.

Goal 1: Unity of Effort

Objective 1.2
Effective procurement processes

Supporting Initiatives and Programs

Figure 4-2. Initiatives and Programs Supporting Objective 1.2

Initiatives	FY08	FY09	FY10	FY11	FY12	FY13
Army						
Performance Based Logistics						
Single Army Logistics Enterprise	TBD					
OSD: ADUSD(SCI)						
Commodity Management						
Readiness Based Sparing						
Programs	**FY08**	**FY09**	**FY10**	**FY11**	**FY12**	**FY13**
Air Force						
Expeditionary Combat Support Systems						
Army						
Product Lifecycle Management Plus						
Navy						
Navy Enterprise Resource Planning						
Naval Tactical Command Support System						

△ IOC/Milestone ▲ FOC

Initiative Descriptions

Army—Performance Based Logistics (PBL)

PBL is the preferred product support strategy for weapon system product support that employs the purchase of support as an integrated performance package designed to optimize system readiness.

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- The Logistics Modernization Program (LMP) is the Army's national logistics system that will replace two legacy wholesale systems: the Standard Depot System (SDS) and the Commodity Command Standard System (CCSS).
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support levels and will interface them with the rest of the Army enterprise environment. GCSS-Army (F/T) is replacing a variety of legacy tactical-level logistics information systems, including the Standard Army Retail Supply System (SARSS), the Standard Army Maintenance System (SAMS), the Unit Level Logistics System (ULLS), and the Integrated Logistics Analysis Program (ILAP).

- Product Lifecyle Management Plus (PLM+) is the technical link between LMP and GCSS-Army. PLM+ serves as the single data repository and provides seamless linkage from the national to the tactical levels.

Navy—Automatic Identification Technology (AIT)

AIT is a family of technologies to automate the identification of items, such as barcodes, active and passive RFID.

OSD: ADUSD(SCI)—Commodity Management

Commodity management aligns requirements and market dynamics to optimize total cost of ownership, ensure sources of supply and a strong supply base, and bring supplier innovation to weapons systems acquisition and sustainment.

OSD: ADUSD (SCI)—Readiness Based Sparing (RBS)

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Program Descriptions

Air Force—Expeditionary Combat Support Systems (ECSS)

ECSS is a commercial off-the-shelf technology that integrates the logistics data and processes into a unified system consisting of multiple software components for logistics financials, maintenance repair, and overhaul—essentially the end-to-end supply chain. It will enable seamless flow of information across Air Force logistics enterprise. ECSS will redefine Air Force logistics business processes and information systems into a single integrated solution. The majority of Air Force retail, wholesale, and Air Logistics Center (ALC) systems and their related processes will be replaced with a single solution set of business processes, software applications, and data. ECSS will enable the transformation of Air Force Logistics Operations by guiding the redesign of business processes supported by selected, configured, and deployed information technology (IT) products. The ECSS is a multi-year program targeted to replace hundreds of legacy systems.

Army—Product Lifecycle Management Plus (PLM+)

Product Life-Cycle Management Plus (PLM+) is the enabler to support SALE requirements to integrate national & field-level logistics components of the SALE (LMP & GCSS-Army [F/T]). It serves as the technical enabler supporting requirements to integrate national and field logistics components of SALE, harmonize functional product management business rules/processes, and establish a single point of entry for interfaces between Logistics Modernization Program (LMP) and Global Combat Support System (GCSS)-Army (F/T) instances and external systems. PLM+ will be an Army-specific commercial off-the-shelf

(COTS) web portal implementation via the NetWeaver Platform from developer Systems Applications and Products (SAP) AG to support Army process scenarios and requirements that will provide:

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- Customer/vendor master data: The set of business processes and supporting application architecture to centralize the management of master data to ensure accuracy.

PLM+ is part of SALE.

Navy—Naval Tactical Command Support System (NTCSS)

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Navy—Navy Enterprise Resource Planning (ERP)

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processes for key acquisition, financial, and logistics operations. The ERP Program is organized into three releases:

- Release 1. Financial and Acquisition functionality
- Release 1.1 Wholesale and Retail Supply functionality
- Release 1.2 I-Level Maintenance functionality.

Navy ERP is intended to be the Navy Enterprise business backbone, providing a single supply chain solution as well as enterprise financial transparency.

Navy—Ordnance Information System (OIS)

The DON OIS is an integrated suite of tools used to manage the conventional ordnance stockpile by providing timely, relevant, and accurate ordnance information and global visibility. It integrates wholesale, retail, and unique ordnance decision support systems to facilitate global ordnance positioning and information sharing across the DON ordnance community. The key objective in development of OIS is using a strategy of building upon the capability of current systems, integrating them incrementally, and creating a single, distributed data structure accessible by many functional applications—a system of systems. As a classified system, OIS provides controlled global access via SIPRNET, and a three-tiered architecture including a distributed database server, web-based application servers, and thin client workstations to provide low, life-cycle cost. A single transaction will result in system-wide updates, and provide end users with timely access to consistent ordnance information. In support of OIS, the hardware architecture provides a primary and secondary redundant site which allows no single point of failure.

Goal 2: Visibility

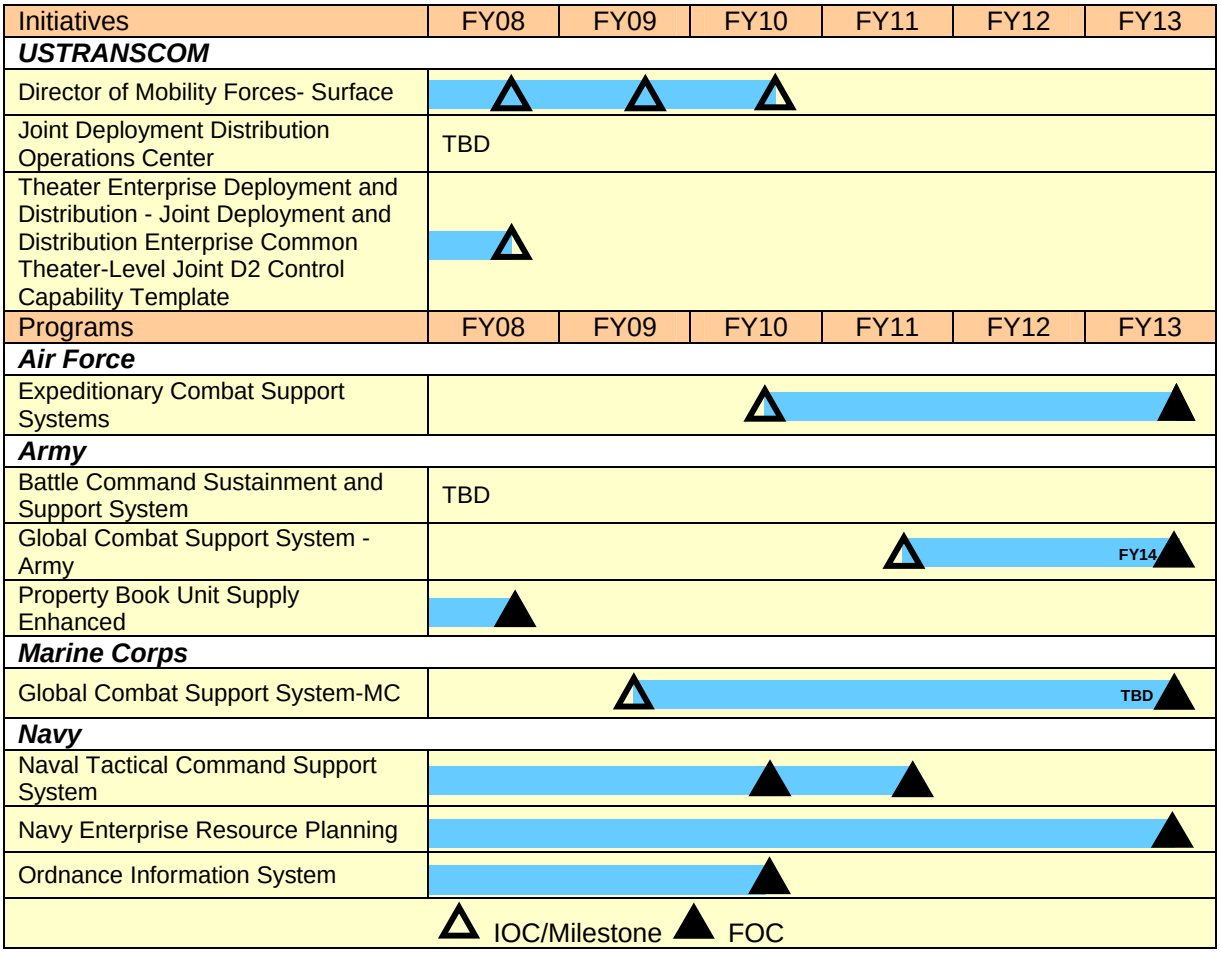
Objective 2.1
Visibility into customer materiel requirements and available resources to meet those needs

Supporting Initiatives and Programs

Figure 4-3. Initiatives and Programs Supporting Objective 2.1

Initiatives	FY08	FY09	FY10	FY11	FY12	FY13
Air Force						
Air Force Fuels, Vehicles, and Equipment Support Agency						
Air Force Global Logistics Support Center						
Global Ammunition Control Point						
Logistics Installations Mission Support - Enterprise View						
Army						
Common Logistics Operating Environment Army Integrated Logistics Architecture						
Single Army Logistics Enterprise	TBD					
DLA						
Base Realignment and Closure						
Base Realignment and Closure - Commodity Management						
Base Realignment and Closure - Depot Level Reparable Management Consolidation and Consumable Item Transfer						
Base Realignment and Closure - Supply, Storage and Distribution Management Reconfiguration						
Marine Corps						
Logistics Modernization						
Navy						
Fleet Modernization Planning (a.k.a. SHIPMAIN)	TBD					
Logistics Common Operating Picture						
Ordnance 2D Barcodes	TBD					
OSD: ADUSD(SCI)						
Commodity Management						
Radio Frequency Identification						

Figure 4-3. Initiatives and Programs Supporting Objective 2.1



Initiative Descriptions

Air Force—Air Force Fuels, Vehicles, and Equipment Support Agency (AFFVESA)

AFFVESA represents the next evolution of centralized materiel management. It focuses on redesigning the AF supply chain planning and execution processes for class II, III, and VII (except for engines and pods) from the point of order through supplier to the point of operation to meet COCOM needs. It will establish a single process for materiel control whether at home or deployed. Capabilities will include centralized buys, fleet management, and global execution IAW the enterprise support plan.

Air Force—Air Force Global Logistics Center (AFGLSC)

The AFGLSC will be the AF SCM agency, which uses enterprise planning, strategy and global Command and Control (C2), to take advantage of total asset visibility and a common operating picture to support air and space operations across the full range of military operations. It will merge wholesale and retail logistics and integrate and oversee all logistics processes, technology, and resources.

Air Force—Global Ammunition Control Point (GACP)

GACP identifies and executes roles and responsibilities for conventional munitions forecasting, allocation, distribution, and life-cycle sustainment to support a centralized munitions management agency and a consolidated AF level capability. GACP aims to increase efficiency and effectiveness of conventional munitions processes that involve HAF, six lead commands, and four NAFs.

Air Force—Logistics Installations Mission Support - Enterprise View (LIMS-EV)

Logistics Installations Mission Support - Enterprise View (LIMS-EV) will provide a single capability to exploit secure and standardized information across all A4/7 resources to support operational, tactical, and strategic decision making.

Army—Common Logistics Operating Environment (CLOE) Army Integrated Logistics Architecture (AILA)

The CLOE is the Headquarters, Department of the Army, G-4 initiative to synchronize logistics concepts, organizations, and the latest generation of technologies into a single operational and technical architecture for Current and Future Force structures. The goal is to give warfighters and logisticians at all levels total situational awareness within a common operating picture for all aspects of logistics, from factory to foxhole. Using tests, simulations, user assessments, and proofs of enablers demonstrations, CLOE has provided the data needed to design a robust logistics operating environment; demonstrate the capabilities required to implement the operating environment across the logistics domain; and identify the resources, schedule drivers, and integration needed for Army-wide implementation. CLOE enablers are a combination of new and existing technologies that are synchronized to provide health monitoring capabilities and real time reporting from the platform to logistics and command and control (C2) systems. Ultimately this provides the realistic data needed to design a robust logistics operating environment from the platform through tactical, strategic and operational echelons. AILA supports the CLOE by providing an Army/Joint methodology that defines the Focused Logistics Vision and synchronizes individual embedded diagnostic and prognostics efforts into a common architecture. It is the Army's designated and overarching logistics architecture of record and provides the means to move and translate data from multiple sources into meaningful information. AILA spans the tactical through strategic echelons and supports a Joint integrated environment; it also informs, guides, and supports decisions for the Single Army Logistics Enterprise (SALE) and assists the Army logistics community in achieving integration and interoperability in the Logistics and Warfighter domains. AILA, which is compliant with the Department of Defense Architecture Framework (DODAF), focuses on current and future concepts, their associated concepts of operations and concepts of employment, Service concepts, Army doctrine, and transformation of the Total Force as articulated in the Army Campaign Plan.

Army—Single Army Logistics Enterprise (SALE)

The SALE initiative comprises three components that integrate strategic, operational, and tactical logistics functions into a fully integrated, end-to-end Army logistics enterprise solution:

- The Logistics Modernization Program (LMP) is the Army's national logistics system that will replace two legacy wholesale systems: the Standard Depot System (SDS) and the Commodity Command Standard System (CCSS).
- The Global Combat Support System-Army Field/Tactical (GCSS-Army (F/T) is the tactical logistics picture that will fold tactical logistics systems into one integrated environment at the combat service support levels and will interface them with the rest of the Army enterprise environment. GCSS-Army (F/T) is replacing a variety of legacy tactical-level logistics information systems, including the Standard

Army Retail Supply System (SARSS), the Standard Army Maintenance System (SAMS), the Unit Level Logistics System (ULLS), and the Integrated Logistics Analysis Program (ILAP).

- Product Lifecyle Management Plus (PLM+) is the technical link between LMP and GCSS-Army. PLM+ serves as the single data repository and provides seamless linkage from the national to the tactical levels.

DLA—Base Realignment and Closure (BRAC)

The 2005 Base Realignment and Closure (BRAC) logistics-related decisions form a foundational element of business process reengineering for the Department. The DLA BRAC initiative consists of the following major subordinate initiatives:

- Commodity Management
- Depot Level Reparable (DLR) Management Consolidation and Consumable Item Transfer
- Supply, Storage, and Distribution Management Reconfiguration.

Each subordinate initiative is explained separately.

DLA—Base Realignment and Closure (BRAC)—Commodity Management

The BRAC Commodity Management decision establishes long-term contracts to privatize all supply, storage, and distribution functions for tires, packaged petroleum/oil and lubricant products (POL), and compressed gasses. Responsibility for all vendor supply contracting transferred from the Military Services to DLA; all other supply, storage, and distribution for these items will be supported by commercial industry.

DLA—Base Realignment and Closure (BRAC)- Depot Level Reparable Management Consolidation and Consumable Item Transfer

The Depot Level Reparable (DLR) Management Consolidation and Consumable Item Transfer (CIT) decision establishes DLA as the single, integrated depot-level reparable procurement management provider. The decision further consolidates much of the consumable item management under DLA.

DLA—Base Realignment and Closure (BRAC)—Supply, Storage and Distribution Management Reconfiguration

The Supply, Storage and Distribution (SS&D) Management Reconfiguration decision consolidates the Military Service and DLA SS&D functions and associated inventories where Military Service maintenance depots and DLA distribution depots are collocated.

Marine Corps—Logistics Modernization

Logistics Modernization is the largest coordinated and cross-organizational effort ever undertaken to transform Marine Corps logistics. A three-pronged improvement and integration initiative focusing on Marine Corps people, processes, and technologies, Logistics Modernization will integrate and streamline supply, maintenance, and distribution resulting in more effective logistics support to the warfighter and the Marine Air-Ground Task Force (MAGTF) on the battlefield.

Navy—Fleet Modernization Planning (FMP) (a.k.a. SHIPMAIN)

FMP is a Navy-wide initiative to create a surface ship maintenance and modernization program that will support the vision of "Sea Power 21" and its "Culture of Readiness" (COR). It includes fleet requirements,

resourcing, work package preparations, contract award, and scheduling of work against the Fleet operating schedule.

Navy—Logistics Common Operating Picture (LOGCOP)

LOGCOP is an automated decision support tool that links logisticians to databases and management tools on a common system. Linking to GCCS-M (Global Command and Control System-Maritime), LOGCOP creates a one-stop logistics information environment within the integrated Common Operational Picture.

Navy—Ordnance 2D Barcodes (2DBC)

Due to Hazards of Electronic Radiation to Ordnance (HERO) restrictions, RFID is currently not a viable AIT solution for ordnance tracking. The 2DBC system satisfies most of the AIT requirements for tracking ordnance warehousing and shipping ordnance items.

OSD: ADUSD(SCI)—Commodity Management

Commodity management aligns requirements and market dynamics to optimize total cost of ownership, ensure sources of supply and a strong supply base, and bring supplier innovation to weapons systems acquisition and sustainment.

OSD: ADUSD (SCI)—Radio Frequency Identification (RFID)

RFID is a family of technologies, within the collective suite of Automatic Identification Technology (AIT) applications, that enable the automated capture and identification of materiel and associated events as that materiel moves throughout the DoD supply chain. Increased and appropriate application of RFID technology will improve process efficiencies in shipping, receiving, and inventory management as well as

improve speed, reliability, and distribution efficiency measurements. Accomplishments continue to move the Department closer to end-to-end use of RFID tags to improve visibility of appropriate shipments.

USTRANSCOM—Director of Mobility Forces-Surface

DM4-S provides the Combatant Commander with a joint capability to synchronize and coordinate joint surface theater distribution in accordance with operational priorities.

USTRANSCOM—Joint Deployment Distribution Operations Center (JDDOC)

JDDOC will provide COCOMs with a joint theater logistics capability (supply, transportation, and distribution) for command and control of forces and materiel moving into and out of the theater. Two major elements, besides the structure, are determining the tasking authority and ensuring improved asset visibility to the COCOMs joint logistics entity.

USTRANSCOM—Theater Enterprise Deployment and Distribution (TED2)—Joint Deployment and Distribution Enterprise (JDDE) Common Theater-Level Joint D2 Control Capability Template

A DPO-led initiative (JROC tasking) to "develop a common capability template for theater joint D2 control, ensuring full integration with joint distribution ops" of the JDDE.

Program Descriptions

Air Force—Expeditionary Combat Support Systems (ECSS)

ECSS is a commercial off-the-shelf technology that integrates the logistics data and processes into a unified system consisting of multiple software components for logistics financials, maintenance repair, and overhaul—essentially the end-to-end supply chain. It will enable seamless flow of information across Air Force logistics enterprise. ECSS will redefine Air Force logistics business processes and information systems into a single integrated solution. The majority of Air Force retail, wholesale, and Air Logistics Center (ALC) systems and their related processes will be replaced with a single solution set of business processes, software applications, and data. ECSS will enable the transformation of Air Force Logistics Operations by guiding the redesign of business processes supported by selected, configured and deployed information technology (IT) products. The ECSS is a multi-year program targeted to replace hundreds of legacy systems.

Army—Battle Command Sustainment and Support System (BCS3)

The Battle Command Sustainment Support System (BCS3) is the logistics Command and Control (C2) solution for U.S. land forces. BCS3 gives commanders the capability to execute end-to-end distribution and deployment management and bring better situational awareness resulting in better decision-making capability to warfighters. It enables warfighters to target, access, scale, and tailor critical logistics information in near-real time. BCS3 has been adopted and integrated into joint and strategic logistics command and control processes. BCS3 is the only near-term end-to-end logistics COP solution for the joint commander. BCS3 will maintain its core capabilities and continue to advance in development while integrating into the joint command and control architecture. This continued development will enable decision superiority via advanced collaborative information sharing achieved through interoperability. Funding procures:

- System Support Rep Kit Hardware
- CAISI Bridge Module Hardware
- CAISI Client Module Hardware.

Global Combat Support System-Army Field/Tactical (GCSS-Army (F/T)

GCSS-Army (F/T) is a single, fully integrated automated logistics system that will reengineer more than a dozen outdated Army logistics STAMIS. GCSS-Army (F/T) will become the pre-eminent combat enabler of 21st Century Army readiness and relevancy. With GCSS-Army (F/T), authorized users at all organizational levels will possess a real-time common operating picture (COP) of Army tactical logistics. GCSS-Army (F/T) promises to ultimately make supply chain management a practical reality in Army tactical logistics. It will engage proven, commercial best business practices to facilitate customer order processing and speed supply and parts delivery through lean and streamlined transport systems. It is a key component of the Army logistics community's overarching Single Army Logistics Enterprise (SALE) initiative. GCSS-Army (F/T) will align Army tactical logistics requirements and processes with the capabilities and processes of America's leading hardware and service suppliers. In real-time, the full weight of America's industrial might will be automatically joined with a transformed Army logistics infrastructure and brought to bear at quick-time against the enormous challenges of the dangerous and complex 21st Century security environment.

Army—Property Book Unit Supply Enhanced (PBUSE)

PBUSE is the Army's inventory of property in both MTOE and TDA units across the Total Army. In addition to Property Book Accountability, PBUSE contributes to accountability and supply operations in every unit supply room in the Army as well as in logistics support offices such as battalion and brigade S4 shops.

Marine Corps—Global Combat Support System (GCSS)-MC

GCSS-MC is the primary technology enabler for the Marine Corps Logistics Modernization strategy. GCSS-MC is a deployable portfolio of systems that enables the improved processes documented by the Marine Corps Logistics Operation Architecture (LOG OA). The LOG OA provides a seamless, end-to-end process for Logistics Chain Management (LCM) based on latest best practices and the Supply Chain Operational Reference (SCOR) model. GCSS-MC will replace 30-year-old stove-piped systems with cutting-edge, integrated, web-based, deployable systems. It will provide the backbone for all logistics information required by the Marine Air Ground Task Force. Block 1 of GCSS-MC will begin to be fielded in 2009, which is critical to moving our logistics modernization efforts forward. However, there are future capabilities envisioned under Global Combat Support System Marine Corps, which will cover areas including distribution and transportation, health services, and engineering, well into the next decade.

Navy—Naval Tactical Command Support System (NTCSS)

NTCSS is a tactical command support information system for maintenance management of ships, submarines, aviation squadrons, and intermediate maintenance activities (afloat and ashore); it also provides supply control, requirements processing, parts ordering and tracking, inventory management and financial management. NTCSS is a multi-application program that provides standard information resource management to various afloat and associated shore-based Fleet activities. It incorporates the functionality of SNAP, NALCOMIS, and MRMS.

Navy—Navy Enterprise Resource Planning (ERP)

The Navy Enterprise Resource Planning (ERP) Program is an integrated business management system that modernizes and standardizes how the Navy manages its people, money, programs, equipment, supplies, and maintenance. It provides unprecedented management visibility across the enterprise and increases effectiveness and efficiency. The mission of the Navy ERP Program is to standardize Navy business processes for key acquisition, financial, and logistics operations. The ERP Program is organized into three releases:

- Release 1. Financial and Acquisition functionality
- Release 1.1 Wholesale and Retail Supply functionality
- Release 1.2 I-Level Maintenance functionality.

Navy ERP is intended to be the Navy Enterprise business backbone, providing a single supply chain solution as well as enterprise financial transparency.

Navy—Ordnance Information System (OIS)

The DON OIS is an integrated suite of tools used to manage the conventional ordnance stockpile by providing timely, relevant, and accurate ordnance information and global visibility. It integrates wholesale, retail, and unique ordnance decision support systems to facilitate global ordnance positioning and information sharing across the DON ordnance community. The key objective in development of OIS is using a strategy of building upon the capability of current systems, integrating them incrementally, and creating a single, distributed data structure accessible by many functional applications—a system of systems. As a classified system, OIS provides controlled global access via SIPRNET, and a three-tiered architecture including a distributed database server, web-based application servers, and thin client workstations to provide low life-cycle cost. A single transaction will result in system-wide updates, and provide end users with timely access to consistent ordnance information. In support of OIS, the hardware architecture provides a primary and secondary redundant site which allows no single point of failure.

Goal 3: Rapid and Precise Response

Objective 3.1
Affordable availability in both peacetime and war

Supporting Initiatives and Programs

Figure 4-4. Initiatives and Programs Supporting Objective 3.1

Initiatives	FY08	FY09	FY10	FY11	FY12	FY13
Air Force						
Air Force Fuels, Vehicles, and Equipment Support Agency						
Aircraft Availability Improvement Program						
Air Force Global Logistics Support Center						
Automatic Identification Technology						
Global Ammunition Control Point						
Army						
Army Prepositioned Stocks & Army Fleet Support						FY15
Condition-Based Maintenance Plus						
DLA						
Base Realignment and Closure						
Base Realignment and Closure - Commodity Management						
Base Realignment and Closure - Depot Level Reparable Management Consolidation and Consumable Item Transfer						
Base Realignment and Closure - Supply, Storage and Distribution Management Reconfiguration						
Joint Regional Inventory Materiel Management	TBD					
OSD:ADUSD(MPP)						
Item Unique Identification (IUID) - Serialized Item Management (SIM) in Maintenance	TBD					
OSD: ADUSD(SCI)						
Commodity Management						
Item Unique Identification (IUID)						
Readiness Based Sparing (RBS)						

Figure 4-4. Initiatives and Programs Supporting Objective 3.1

Initiatives	FY08	FY09	FY10	FY11	FY12	FY13
Marine Corps						
Sense and Respond Logistics						
Unique Identification	TBD					
USMC Enterprise Total Life Cycle Management	TBD					
Navy						
Automatic Identification Technology	TBD					
Fleet Modernization Planning (a.k.a. SHIPMAIN)	TBD					
Independent Logistics Assessments	TBD					
Logistics Common Operating Picture						
USTRANSCOM						
Defense Transportation Coordination Initiative						
Integrated Data Environment/Global Transportation Network Convergence						
Programs	**FY08**	**FY09**	**FY10**	**FY11**	**FY12**	**FY13**
Marine Corps						
Autonomic Logistics	FY15					
Navy						
Consolidated Automated Support System						
Naval Tactical Command Support System						
Ordnance Information System						
IOC/Milestone FOC						

Initiative Descriptions

Air Force—Air Force Fuels, Vehicles, and Equipment Support Agency (AFFVESA)

AFFVESA represents the next evolution of centralized materiel management. It focuses on redesigning the AF supply chain planning and execution processes for class II, III, and VII (except for engines and pods) from the point of order through supplier to the point of operation to meet COCOM needs. It will establish a single process for materiel control whether at home or deployed. Capabilities will include centralized buys, fleet management, and global execution IAW the enterprise support plan.

Air Force—Air Force Global Logistics Center (AFGLSC)

The AFGLSC will be the AF SCM agency, which uses enterprise planning, strategy and global Command and Control (C2), to take advantage of total asset visibility and a common operating picture to support air and space operations across the full range of military operations. It will merge wholesale and retail logistics and integrate and oversee all logistics processes, technology, and resources.

Air Force—Aircraft Availability Improvement Program (AAIP)

The Aircraft Availability Improvement Program (AAIP) addresses the aircraft component of the eLog21 goal to improve equipment availability by 20% by FY11 and reduce cost. SPMs and MAJCOMs were directed to develop AAIP's transformation initiatives to improve availability.

Air Force—Automatic Identification Technology (AIT)

The Automatic Identification Technology (AIT) initiative comprises a suite of technologies, including Serial Number Tracking (SNT), Item Unique Identification (IUID), and Radio Frequency Identification (RFID), that will improve the USAF Supply Chain In-Transit Visibility (ITV) and give USAF Total Asset Visibility (TAV).

Air Force—Global Ammunition Control Point (GACP)

GACP identifies and executes roles and responsibilities for conventional munitions forecasting, allocation, distribution, and life-cycle sustainment to support a centralized munitions management agency and a consolidated AF level capability. GACP aims to increase efficiency and effectiveness of conventional munitions processes that involve HAF, six Lead Commands, and four NAFs.

Army—Army Prepositioned Stocks (APS) & Army Fleet Support (AFS)

These initiatives give the Army the ability to maintain stockpiles of ready and relevant unit sets of combat and support equipment, operational projects (supplies and equipment for special requirements, e.g., Special Operations Forces support and base camps) and initial sustainment stocks strategically positioned worldwide in accordance with APS Strategy 2015 in order for Combatant Commanders to successfully conduct ground combat operations across the full range of operations.

Army—Condition-Based Maintenance Plus (CBM+)

Condition-Based Maintenance (CBM) is a DoD-mandated equipment maintenance capability enabled by the use of system health indications to predict functional failure and take appropriate action. CBM+ consists of a set of rigorously defined maintenance tasks derived from Reliability-Centered Maintenance (RCM) analysis. The goal is to improve the availability of weapons systems throughout their life cycle and reduce cost/maintenance burden, leading to a reduced logistics footprint.

DLA—Base Realignment and Closure (BRAC)

The 2005 Base Realignment and Closure (BRAC) logistics-related decisions form a foundational element of business process reengineering for the Department. The DLA BRAC initiative consists of the following major subordinate initiatives:

- Commodity Management
- Depot Level Reparable (DLR) Management Consolidation and Consumable Item Transfer
- Supply, Storage, and Distribution Management Reconfiguration.

Each subordinate initiative is explained separately.

DLA—Base Realignment and Closure (BRAC)—Commodity Management

The BRAC Commodity Management decision establishes long-term contracts to privatize all supply, storage, and distribution functions for tires, packaged petroleum/oil and lubricant products (POL), and compressed

gasses. Responsibility for all vendor supply contracting transferred from the Military Services to DLA; all other supply, storage, and distribution for these items will be supported by commercial industry.

DLA—Base Realignment and Closure (BRAC)—Depot Level Reparable Management Consolidation and Consumable Item Transfer

The Depot Level Reparable (DLR) Management Consolidation and Consumable Item Transfer (CIT) decision establishes DLA as the single, integrated depot-level reparable procurement management provider. The decision further consolidates much of the consumable item management under DLA.

DLA—Base Realignment and Closure (BRAC)—Supply, Storage and Distribution Management Reconfiguration

The Supply, Storage and Distribution (SS&D) Management Reconfiguration decision consolidates the Military Service and DLA SS&D functions and associated inventories where Military Service maintenance depots and DLA distribution depots are collocated.

DLA—Joint Regional Inventory Materiel Management (JRIMM)

JRIMM is designed to improve warfighter support by establishing a single warehousing/distribution hub in each region; minimizing all other storage sites within a region; eliminating duplicate inventories; maximizing utilization of the DLA Strategic Distribution Platforms (SDP); reducing materiel handling touches; and consolidating regional transportation management.

Marine Corps—Sense and Respond Logistics (S&RL)

Sense and Respond Logistics (S&RL) is an approach that yields adaptive, responsive demand and support networks that operate in alternate structures that recognize operational context and coordination. S&RL does not hedge uncertainty by mass or prediction, but instead hedges uncertainty through responsiveness, speed, and flexibility, which are enabled by the use of robust information technology and a highly flexible distribution system. S&RL builds upon the theory of Net-Centric Warfare and Joint Adaptive Expeditionary Warfare practice. It accommodates the critical elements of high rates of change, closely coupled events, speed of command, and self-synchronization. In simple terms, S&RL capabilities involve predicting what will be needed and responding quickly to both anticipated and unanticipated needs to maintain combat effectiveness. S&RL concept directed by ASN, RD&A as an Enabling Capability (EC) within ONR's FNC Seabasing Pillar and funded for FY08 S&T development as a 4-year effort are listed below:

- Currently monitoring vehicle fuel and mileage on Okinawa & Thailand via Iridium transmission and posting to the Web—8 MTVRs & 2 LVSRs.
- Development of S&RL ICD to provide overarching CONOPS linkages underway.
- Demonstrate IA usage in Marine Corps Warfighting Laboratory (MCWL) Limited Objective Exercise (LOE) supporting DO Logistics in FY09.
- Will directly influence a Sense & Respond Support System (SRSS) on the legacy Light Armored Vehicle (LAV) as endorsed by ADUSD (L&MR) in Mar 2008.

Marine Corps—Unique Identification (UID)

The purpose of this initiative is to uniquely identify items with a Unique Item Identifier (UII) via machine-readable information (MRI) marking represented by a two-dimensional data matrix. This UII will globally distinguish an item from all other like and unlike items. The IUID origination data (birth record) for the item

will be captured primarily via the Wide Area Work Flow (WAWF) application and stored in a DoD central repository known as the IUID Registry. With IUID and its associated scanning technology, an individual asset can be tracked through its entire life-cycle.

Marine Corps—USMC Enterprise Total Life Cycle Management (E-TLCM)

Total Life Cycle Management (TLCM) encompasses enterprise- and program-level processes to "identify, analyze, and implement synergistic cradle-to-grave solutions that optimize the acquisition/logistics chain across the Marine Corps in support of the Operating Forces." Key initiatives and concepts affecting TLCM include autonomic logistics/prognostics; performance-based logistics; design-in reliability, maintainability, and supportability; direct vendor delivery; logistics footprint; fuel efficiency; depot maintenance; condition-based maintenance; technology logistics; operational architecture; and automated identification technology. One key TLCM IT enabler is the Life Cycle Modeling Integrator (LCMI) suite of tools. Two central LCMI components are the Master Data Repository (MDR) and Marine Corps Equipment Readiness Information Tool (MERIT). Working in concert, the se components provide the ability to aggregate and view life - cycle and logistics information from numerous sources. Two additional TLCM tools currently in development are TLCM AT and TLCM Common Operating Picture (COP). TLCM AT will provide modeling and simulation for TLCM scenarios, while TLCM COP will provide the ability to view and track equipment by TAMCN or requisition from acquisition through fielding. An effort is currently underway to incorporate life-cycle management into the Log Architecture, with initial focus on identifying and defining the business activities necessary for life-cycle management.

Navy—Automatic Identification Technology (AIT)

AIT is a family of technologies to automate the identification of items, such as barcodes, active and passive RFID.

Navy—Fleet Modernization Planning (FMP) (a.k.a. SHIPMAIN)

FMP is a Navy-wide initiative to create a surface ship maintenance and modernization program that will support the vision of "Sea Power 21" and its "Culture of Readiness" (COR). It includes fleet requirements, resourcing, work package preparations, contract award, and scheduling of work against the Fleet operating schedule.

Navy—Independent Logistics Assessments (ILA)

ILA provides a structured methodology for assessing each DON acquisition program's planning and implementation of Integrated Logistics Support (ILS) and the ability of each program to meet established logistics performance requirements prior to each major milestone, at initial operational capability (IOC), full operational capability (FOC), or at least every five years during the life cycle of the program.

Navy—Logistics Common Operating Picture (LOGCOP)

LOGCOP is an automated decision support tool that links logisticians to databases and management tools on a common system. Linking to GCCS-M (Global Command and Control System-Maritime), LOGCOP creates a one-stop logistics information environment within the integrated Common Operational Picture.

OSD: ADUSD(MPP)—Item Unique Identification (IUID)-Serialized Item Management (SIM) in Maintenance

IUID is a critical enabler of maintenance transformation that facilitates life history data recording at the item level. It automates data capture and up-line reporting, making SIM practical and affordable. IUID

implementation needs to be aggressively managed within the DoD maintenance enterprise, as does planning for establishing robust SIM capability. IUID-enabled SIM maintenance processes are codified Service requirements (DoDI 4151.19). All legacy parts marking and associated data transactions will be accomplished by the DoD maintenance enterprise. Demonstrating IUID-enabled SIM builds the case for transformed, information-centric DoD maintenance operations.

OSD: ADUSD(SCI)—Commodity Management

Commodity management aligns requirements and market dynamics to optimize total cost of ownership, ensure sources of supply and a strong supply base, and bring supplier innovation to weapons systems acquisition and sustainment.

OSD: ADUSD (SCI)—Item Unique Identification (IUID)

Item unique identification (IUID) provides for marking personal property items with a machine-readable Unique Item Identifier (UII), which is a set of globally unique data elements. The UII is used in functional automated information systems to value and track DoD items through their life cycle. A registry of items marked with UIIs provides accurate and accessible unique identification and pedigree information about these items. This information is used to ensure accurate acquisition, repair, and deployment of items is efficient and effective.

OSD: ADUSD (SCI)—Readiness Based Sparing (RBS)

RBS is a requirements determination process that computes the levels of secondary item spares needed to support a weapon system readiness goal at least cost. This joint RBS initiative was established to facilitate an expanded and common approach to the application of RBS software and business processes within and across the Department. This initiative will deliver component-level RBS capabilities using commercial off-the-shelf (COTS) solutions as well as define and execute a Department-wide RBS vision. Initial RBS pilots were established to explore RBS COTS capabilities and determine how these could be applied to the DoD environment.

USTRANSCOM—Defense Transportation Coordination Initiative (DTCI)

Through this initiative, USTRANSCOM will partner with a world-class transportation services provider (Menlo Worldwide Government Services) to manage CONUS second destination freight distribution for DLA and selected Service shipping locations. Leverage winning coordinator's existing commercial freight volume with DoD's large freight volume utilizing the "best practices" from both to achieve efficiencies in distribution and associated cost savings.

USTRANSCOM—Integrated Data Environment (IDE)/Global Transportation Network (GTN) Convergence (IGC)

IDE is a net-centric, service oriented data capability that provides access to supply chain and transportation data across DLA and USTRANSCOM landscape. GTN is the existing system that warehouses and integrates information from multiple transportation, distribution, and supply systems, and provides the capability to track passengers and cargo moving through the Defense Transportation System (DTS). IDE/GTN Convergence (IGC) will retire the legacy components of GTN and expand the newer ones. It forms the foundational architecture required to improve visibility, decision making, timeliness, and process change across business systems.

Program Descriptions

Marine Corps—Autonomic Logistics (AL)

AL is the Marine Corps concept for overcoming deficiencies in collecting and processing mission critical data associated with ground tactical equipment in austere environments. Current and future warfighting concepts require real-time visibility of ammunition and fuel consumption, operational status of platforms (weapons, vehicles, support systems, etc.) and distribution events. AL is intended to "capture, transmit, and hang" data. It forms the foundation of "sense" in the Marine Corps' Sense & Respond Logistics (S&RL) Capability. AL is early in its development, on a cycle that will take several years. Its Initial Operational Capability will roughly correspond to the fielding of weapons systems that incorporate AL sensors. This will include current efforts to retrofit the Amphibious Assault Vehicle (AAV), the Light Armored Vehicle (LAV), and the Medium Tactical Vehicle Replacement (MTVR). Additionally, several new weapons systems are being designed with AL in mind, such as the Joint Light Tactical Vehicle (JLTV) and the Marine Personnel Carrier (MPC).

Navy—Consolidated Automated Support System (CASS)

CASS is a multifunctional Automatic Test System that provides a common tester for the full range of electronics test needs. CASS replaces over 30 types of legacy ATE and supports 2,500 weapon system components. Last delivery of mainframe CASS was in FY04. RTCASS is a man-transportable configuration and an ECP to mainframe CASS. Boeing was competitively awarded the production contract in FY03.

Navy—Naval Tactical Command Support System (NTCSS)

NTCSS is a tactical command support information system for maintenance management of ships, submarines, aviation squadrons, and intermediate maintenance activities (afloat and ashore); it also provides supply control, requirements processing, parts ordering and tracking, inventory management and financial management. NTCSS is a multi-application program that provides standard information resource management to various afloat and associated shore-based Fleet activities. It incorporates the functionality of SNAP, NALCOMIS, and MRMS.

Navy—Ordnance Information System (OIS)

The DON OIS is an integrated suite of tools used to manage the conventional ordnance stockpile by providing timely, relevant, and accurate ordnance information and global visibility. It integrates wholesale, retail, and unique ordnance decision support systems to facilitate global ordnance positioning and information sharing across the DON ordnance community. The key objective in development of OIS is using a strategy of building upon the capability of current systems, integrating them incrementally, and creating a single, distributed data structure accessible by many functional applications—a system of systems. As a classified system, OIS provides controlled global access via SIPRNET, and a three-tiered architecture including a distributed database server, web-based application servers, and thin client workstations to provide low life-cycle cost. A single transaction will result in system-wide updates, and provide end users with timely access to consistent ordnance information. In support of OIS the hardware architecture provides a primary and secondary redundant site which allows no single point of failure.

Goal 3: Rapid and Precise Response

Objective 3.2
Retrograde and disposal processes aligned to Department's needs

Supporting Initiatives and Programs

Figure 4-5. Initiatives and Programs Supporting Objective 3.2

Initiatives	FY08	FY09	FY10	FY11	FY12	FY13
Air Force						
Air Force Fuels, Vehicles, and Equipment Support Agency						
Air Force Global Logistics Support Center						
Automatic Identification Technology						
Global Ammunition Control Point						
Army						
Unique Identification and Serialized Item Management						
Marine Corps						
Unique Identification	TBD					
Navy						
Automatic Identification Technology	TBD					
OSD: ADUSD(MPP)						
Item Unique Identification (IUID) - Serialized Item Management (SIM) in Maintenance	TBD					
OSD: ADUSD(SCI)						
Item Unique Identification (IUID)						
Programs	**FY08**	**FY09**	**FY10**	**FY11**	**FY12**	**FY13**
Army						
Automatic Identification Technology-Radio Frequency In-Transit Visibility	TBD					
Marine Corps						
Autonomic Logistics	FY15					
Navy						
Naval Tactical Command Support System						
Ordnance Information System						

△ IOC/Milestone ▲ FOC

Initiative Descriptions

Air Force—Air Force Fuels, Vehicles, and Equipment Support Agency (AFFVESA)

AFFVESA represents the next evolution of centralized materiel management. It focuses on redesigning the AF supply chain planning and execution processes for class II, III, and VII (except for engines and pods) from the point of order through supplier to the point of operation to meet COCOM needs. It will establish a single process for materiel control whether at home or deployed. Capabilities will include centralized buys, fleet management, and global execution IAW the enterprise support plan.

Air Force—Air Force Global Logistics Center (AFGLSC)

The AFGLSC will be the AF SCM agency, which uses enterprise planning, strategy and global Command and Control (C2), to take advantage of total asset visibility and a common operating picture to support air and space operations across the full range of military operations. It will merge wholesale and retail logistics and integrate and oversee all logistics processes, technology, and resources.

Air Force—Automatic Identification Technology (AIT)

The Automatic Identification Technology (AIT) initiative comprises a suite of technologies, including Serial Number Tracking (SNT), Item Unique Identification (IUID), and Radio Frequency Identification (RFID), that will improve the USAF Supply Chain In-Transit Visibility (ITV) and give USAF Total Asset Visibility (TAV).

Air Force—Global Ammunition Control Point (GACP)

GACP identifies and executes roles and responsibilities for conventional munitions forecasting, allocation, distribution, and life-cycle sustainment to support a centralized munitions management agency and a consolidated AF level capability. GACP aims to increase efficiency and effectiveness of conventional munitions processes that involve HAF, six Lead Commands, and four NAFs.

Army—Unique Identification and Serialized Item Management

Item unique identification (IUID) is a mandatory DoD program that places machine readable identification mark on the Department's tangible qualifying assets, and establishes the data management protocols needed to automatically recover stored information about the item from both static and dynamic data bases. UID policy complements existing DoD policy on serialized item management (SIM). SIM associates an item's assigned identification number with dynamically updated attributes of the item to produce a life history record of the item. Enabled by UID, decision makers will be able to access this life history or "pedigree" information to achieve a level of situational awareness about item location, usage, performance, reliability, and ownership cost not previously possible. Every qualifying item is marked with a permanent Unique Item Identifier (UII). UIIs are stored in comprehensive IUID Registry maintained by the Defense Logistics Information Service (DLIS).

Marine Corps—Unique Identification (UID)

The purpose of this initiative is to uniquely identify items with a Unique Item Identifier (UII) via machine-readable information (MRI) marking represented by a two-dimensional data matrix. This UII will globally distinguish an item from all other like and unlike items. The IUID origination data (birth record) for the item will be captured primarily via the Wide Area Work Flow (WAWF) application and stored in a DoD central repository known as the IUID Registry. With IUID and its associated scanning technology, an individual asset can be tracked through its entire life-cycle.

Navy—Automatic Identification Technology (AIT)

AIT is a family of technologies to automate the identification of items, such as barcodes, active and passive RFID.

OSD: ADUSD(MPP)—Item Unique Identification (IUID)-Serialized Item Management (SIM) in Maintenance

IUID is a critical enabler of maintenance transformation that facilitates life history data recording at the item level. It automates data capture and up-line reporting, making SIM practical and affordable. IUID implementation needs to be aggressively managed within the DoD maintenance enterprise, as does planning for establishing robust SIM capability. IUID-enabled SIM maintenance processes are codified Service requirements (DoDI 4151.19). All legacy parts marking and associated data transactions will be accomplished by the DoD maintenance enterprise. Demonstrating IUID-enabled SIM builds the case for transformed, information-centric DoD maintenance operations.

OSD: ADUSD(SCI)—Item Unique Identification (IUID)

Item unique identification (IUID) provides for marking personal property items with a machine-readable Unique Item Identifier (UII), which is a set of globally unique data elements. The UII is used in functional automated information systems to value and track DoD items through their life cycle. A registry of items marked with UIIs provides accurate and accessible unique identification and pedigree information about these items. This information is used to ensure accurate acquisition, repair, and deployment of items is efficient and effective.

Program Descriptions

Army—Automatic Identification Technology (AIT)-Radio Frequency In-Transit Visibility (RF-ITV)

AIT comprises a suite of tools and devices (barcodes, contact buttons, RFID tags, fixed and mobile scanners, imagers, and readers) that collect, aggregate, and transport data to enable accurate, timely visibility of assets in motion and at rest and to enable hands-free transaction processing to automation information systems. A major deployed AIT capability is the Radio Frequency In-Transit Visibility (RF-ITV). RF-ITV is a system of strategically positioned infrastructure providing automated near and real-time in-transit visibility of equipment and supplies by integrating radio frequency identification and satellite global positioning systems devices (MTS, VISTAR). RF-ITV shares location information to 35 Army (BCS3, SAAS-MOD, SARSS) and DoD logistics systems (GTN, AV, IGE, WPS, GATES) to provide logisticians with decision-making information to support the warfighter. RF-ITV also integrates logistics visibility across the joint-coalition spectrum by providing support to the UK, AUS, Canada, and NATO militaries. Integration of other AIT capabilities enable RF-ITV to provide security and environmental condition monitoring of sensitive and perishable shipments in transit and in storage. The use of AIT devices supports the business mission areas of depot maintenance, overhaul, and repair as part of RESET, flight line maintenance and flight safety critical part pedigree management, and item unique identification (IUID) for property accounting. Designed to provide hands-free, accurate, and timely data collection and reporting, AIT-enabled logistics operations facilitate transformation of processes to support the Single Army Logistics Enterprise (SALE), Enterprise Resource Planning (ERP).

Marine Corps—Autonomic Logistics (AL)

AL is the Marine Corps concept for overcoming deficiencies in collecting and processing mission critical data associated with ground tactical equipment in austere environments. Current and future warfighting concepts require real-time visibility of ammunition and fuel consumption, operational status of platforms (weapons, vehicles, support systems, etc.) and distribution events. AL is intended to "capture, transmit, and hang" data. It forms the foundation of "sense" in the Marine Corps' Sense & Respond Logistics (S&RL) Capability. AL is early in its development, on a cycle that will take several years. Its Initial Operational Capability will roughly correspond to the fielding of weapons systems that incorporate AL sensors. This will include current efforts to retrofit the Amphibious Assault Vehicle (AAV), the Light Armored Vehicle (LAV), and the Medium Tactical Vehicle Replacement (MTVR). Additionally, several new weapons systems are being designed with AL in mind, such as the Joint Light Tactical Vehicle (JLTV) and the Marine Personnel Carrier (MPC).

Navy—Naval Tactical Command Support System (NTCSS)

NTCSS is a tactical command support information system for maintenance management of ships, submarines, aviation squadrons, and intermediate maintenance activities (afloat and ashore); it also provides supply control, requirements processing, parts ordering and tracking, inventory management and financial management. NTCSS is a multi-application program that provides standard information resource management to various afloat and associated shore-based Fleet activities. It incorporates the functionality of SNAP, NALCOMIS, and MRMS.

Navy—Ordnance Information System (OIS)

The DON OIS is an integrated suite of tools used to manage the conventional ordnance stockpile by providing timely, relevant, and accurate ordnance information and global visibility. It integrates wholesale, retail, and unique ordnance decision support systems to facilitate global ordnance positioning and information sharing across the DON ordnance community. The key objective in development of OIS is using a strategy of building upon the capability of current systems, integrating them incrementally, and creating a single, distributed data structure accessible by many functional applications—a system of systems. As a classified system, OIS provides controlled global access via SIPRNET, and a three tiered architecture including a distributed database server, web-based application servers, and thin client workstations to provide low life-cycle cost. A single transaction will result in system-wide updates, and provide end users with timely access to consistent ordnance information. In support of OIS, the hardware architecture provides a primary and secondary redundant site which allows no single point of failure.

The next chapter examines maintenance-related objectives and initiatives and programs that contribute to achieving maintenance capabilities and capacity.

Chapter 5:
Maintain Objectives, Initiatives, and Programs

This chapter examines the scope of the Maintain JCA, the *Roadmap* objectives most clearly linked to the Maintain JCA, GDF guidance for maintenance operations, and initiatives and programs that contribute to achieving *Roadmap* objectives and required maintenance capabilities and capacity.

Definitions

The Maintain JCA is scoped by the Tier 2 and subordinate Tier 3 definitions below:

Maintain—The ability to manufacture and retain or restore materiel in a serviceable condition.

- **Inspect**—The ability to determine faults or verify repairs or determine condition of an item of equipment based on established equipment maintenance and serviceability standards.
- **Test**—The ability to evaluate the operational condition of an end item or subsystem thereof against an established standard or performance parameter.
- **Service**—The ability to conduct preventive maintenance checks and scheduled maintenance to detect, correct or prevent minor faults before these faults cause serious damage, failure, or injury.
- **Repair**—The ability to restore an item to serviceable condition through correction of a specific failure or condition.
- **Rebuild**—The ability to recapitalize an item to a standard as nearly as possible to its original condition in appearance, performance, and life expectancy.
- **Calibration**—The ability to compare an instrument with an unverified accuracy to an instrument of known or greater accuracy to detect and correct any discrepancy in the accuracy of the unverified instrument.

Objectives

Of the twenty two *Roadmap* objectives identified in Chapter 2, these seven are most clearly linked to the Maintain JCA:

- Objective 1.3 Align maintenance operations metrics with warfighter outcomes
- Objective 2.2 Visibility of emerging maintenance workload and in-process resources to meet customer requirements
- Objective 3.3 Identify and sustain requisite core maintenance capability
- Objective 3.4 Sustain a highly capable, mission-ready maintenance workforce
- Objective 3.5 Ensure an adequate infrastructure to execute assigned maintenance workload
- Objective 3.6 Continuously improve availability, quality, flow days, and cost of maintenance operations worldwide
- Objective 3.7 In conjunction with Systems Engineering, become the advocate for the design and production of reliable weapons systems and equipment.

GDF Guidance

The GDF provides the following guidance concerning maintenance operations:

> Services will apply life-cycle management principles to improve weapon systems availability and reliability and reduce costs to sustain life cycle readiness. Gain visibility over life cycle costs and systems readiness by FY 2015 to enable more effective application of limited resources to gain the most readiness for the least cost.

Initiatives and Programs

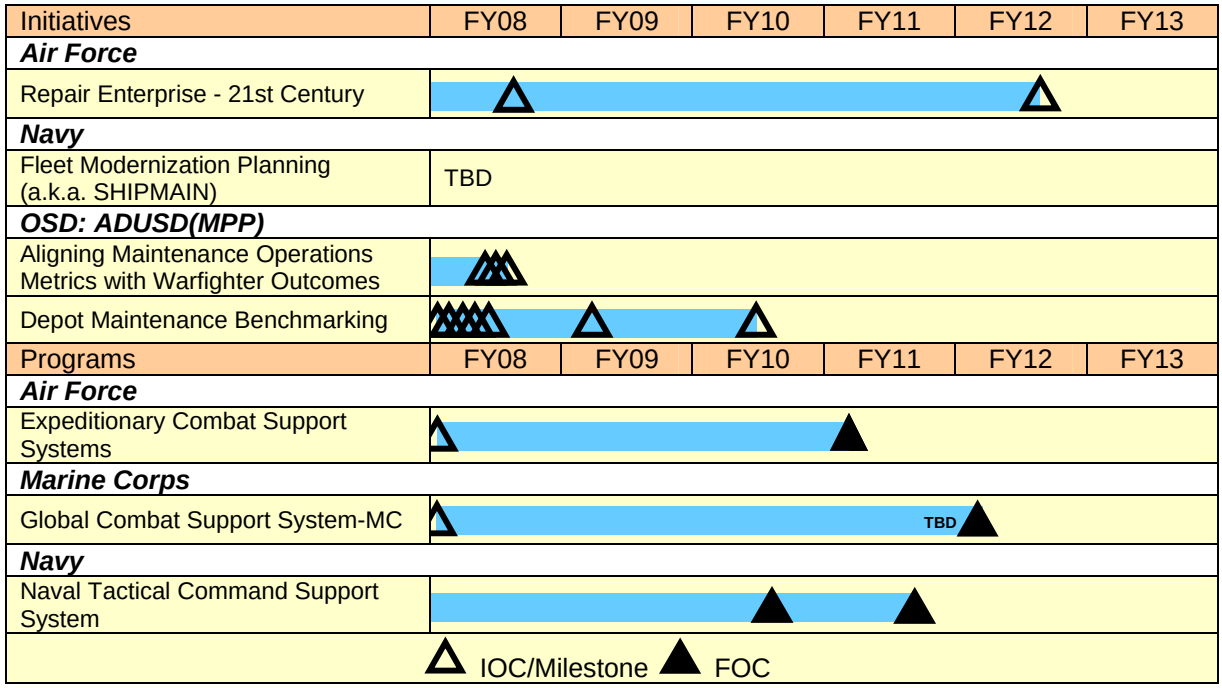
In the following pages, each maintain-associated objective has its own section that describes the initiatives and programs that support it.

Goal 1: Unity of Effort

Objective 1.3
Align maintenance operations metrics with warfighter outcomes

Supporting Initiatives and Programs

Figure 5-1. Initiatives and Programs Supporting Objective 1.3



Initiative Descriptions

Air Force—Repair Enterprise - 21st Century (RE21)

The RE21 vision is to establish an enterprise-wide repair capability managed by a single supply chain that provides optimum support to the warfighter. It is a lean logistics initiative and an integral part of the AFGLSC concept of providing global logistics support to the Air Force. RE21 was initiated to respond to PBD 720 personnel cuts.

Navy—Fleet Modernization Planning (FMP) (a.k.a. SHIPMAIN)

FMP is a Navy-wide initiative to create a surface ship maintenance and modernization program that will support the vision of "Sea Power 21" and its "Culture of Readiness" (COR). It includes fleet requirements, resourcing, work package preparations, contract award, and scheduling of work against the Fleet operating schedule.

OSD: ADUSD(MPP)—Aligning Maintenance Operations Metrics with Warfighter Outcomes

In this initiative, OSD seeks to define the maintenance contribution to materiel readiness with the range and depth required to adequately describe success in tangible terms relating to availability, cycle time, cost, and reliability. Measure maintenance performance in terms that

- better relate to warfighter objectives,
- highlight gaps in performance-to-plan,
- allow benchmarking (within units, across units, and across weapon systems),
- address change over time, and
- address GAO and QDR findings to better measure impact of operations on warfighter outcomes.

OSD: ADUSD(MPP)—Depot Maintenance Benchmarking

The objective of this initiative is to identify key indicators for benchmarking performance at DoD organic depots. These performance indicators will provide depot-to-depot comparisons and comparisons of similar commodities and weapons systems repaired by more than one military service. Through these comparisons, best-in-class performers (benchmarks) will be identified, along with best practices, processes, and programs for others to emulate.

Program Descriptions

Air Force—Expeditionary Combat Support Systems (ECSS)

ECSS is a commercial off-the-shelf technology that integrates the logistics data and processes into a unified system consisting of multiple software components for logistics financials, maintenance repair, and

overhaul—essentially the end-to-end supply chain. It will enable seamless flow of information across Air Force logistics enterprise. ECSS will redefine Air Force logistics business processes and information systems into a single integrated solution. The majority of Air Force retail, wholesale, and Air Logistics Center (ALC) systems and their related processes will be replaced with a single solution set of business processes, software applications, and data. ECSS will enable the transformation of Air Force Logistics Operations by guiding the redesign of business processes supported by selected, configured, and deployed information technology (IT) products. The ECSS is a multi-year program targeted to replace hundreds of legacy systems.

Marine Corps—Global Combat Support System (GCSS)-MC

GCSS-MC is the primary technology enabler for the Marine Corps Logistics Modernization strategy. GCSS-MC is a deployable portfolio of systems that enables the improved processes documented by the Marine Corps Logistics Operation Architecture (LOG OA). The LOG OA provides a seamless, end-to-end process for Logistics Chain Management (LCM) based on latest best practices and the Supply Chain Operational Reference (SCOR) model. GCSS-MC will replace 30-year-old stove-piped systems with cutting-edge, integrated, web-based, deployable systems. It will provide the backbone for all logistics information required by the Marine Air Ground Task Force. Block 1 of GCSS-MC will begin to be fielded in 2009, which is critical to moving our logistics modernization efforts forward. However, there are future capabilities envisioned under Global Combat Support System Marine Corps, which will cover areas including distribution and transportation, health services, and engineering, well into the next decade.

Navy—Naval Tactical Command Support System (NTCSS)

NTCSS is a tactical command support information system for maintenance management of ships, submarines, aviation squadrons, and intermediate maintenance activities (afloat and ashore); it also provides supply control, requirements processing, parts ordering and tracking, inventory management and financial management. NTCSS is a multi-application program that provides standard information resource management to various afloat and associated shore-based Fleet activities. It incorporates the functionality of SNAP, NALCOMIS, and MRMS.

Goal 2: Visibility

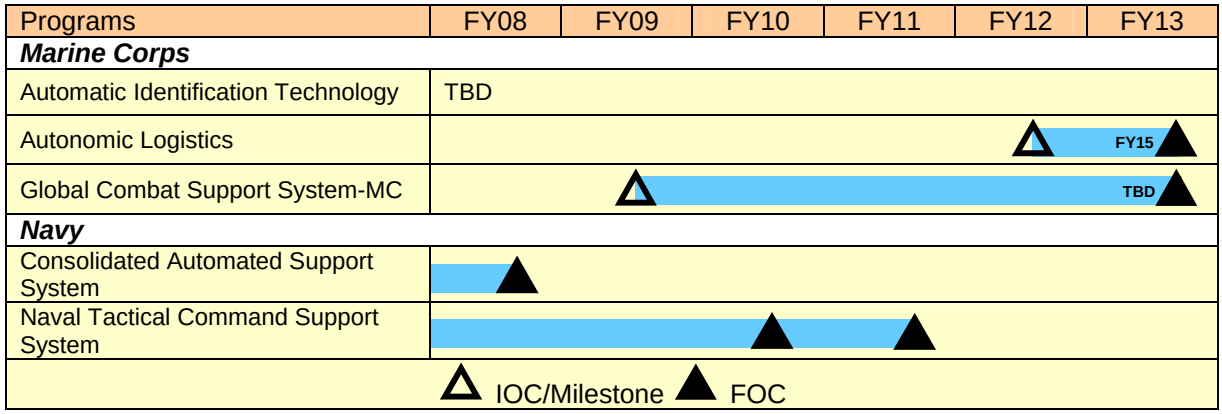
Objective 2.2
Visibility of emerging maintenance workload and in-process resources to meet customer requirements

Supporting Initiatives and Programs

Figure 5-2. Initiatives and Programs Supporting Objective 2.2

Initiatives	FY08	FY09	FY10	FY11	FY12	FY13
Army						
Common Logistics Operating Environment Army Integrated Logistics Architecture						
Condition-Based Maintenance Plus						
Single Army Logistics Enterprise	TBD					
Marine Corps						
USMC Enterprise Total Life Cycle Management	TBD					
Navy						
Automatic Identification Technology	TBD					
Fleet Modernization Planning (a.k.a. SHIPMAIN)	TBD					
OSD: ADUSD(MPP)						
Aligning Maintenance Operations Metrics with Warfighter Outcomes						
Item Unique Identification - Serialized Item Management in Maintenance	TBD					
USTRANSCOM						
Automatic Identification Technology/Radio Frequency Identification						FY15
Programs	**FY08**	**FY09**	**FY10**	**FY11**	**FY12**	**FY13**
Air Force						
Expeditionary Combat Support Systems						
Army						
Standard Army Maintenance System						
Standard Army Retail Supply System	TBD					
Unit Level Logistics Systems - Aviation						

Figure 5-2. Initiatives and Programs Supporting Objective 2.2



Initiative Descriptions

Army—Common Logistics Operating Environment (CLOE) Army Integrated Logistics Architecture (AILA)

The CLOE is the Headquarters, Department of the Army, G-4 initiative to synchronize logistics concepts, organizations, and the latest generation of technologies into a single operational and technical architecture for Current and Future Force structures. The goal is to give warfighters and logisticians at all levels total situational awareness within a common operating picture for all aspects of logistics, from factory to foxhole. Using tests, simulations, user assessments, and proofs of enablers demonstrations, CLOE has provided the data needed to design a robust logistics operating environment; demonstrate the capabilities required to implement the operating environment across the logistics domain; and identify the resources, schedule drivers, and integration needed for Army-wide implementation. CLOE enablers are a combination of new and existing technologies that are synchronized to provide health monitoring capabilities and real time reporting from the platform to logistics and command and control (C2) systems. Ultimately this provides the realistic data needed to design a robust logistics operating environment from the platform through tactical, strategic and operational echelons. AILA supports the CLOE by providing an Army/Joint methodology that defines the Focused Logistics Vision and synchronizes individual embedded diagnostic and prognostics efforts into a common architecture. It is the Army's designated and overarching logistics architecture of record and provides the means to move and translate data from multiple sources into meaningful information. AILA spans the tactical through strategic echelons and supports a Joint integrated environment; it also informs, guides, and supports decisions for the Single Army Logistics Enterprise (SALE) and assists the Army logistics community in achieving integration and interoperability in the Logistics and Warfighter domains. AILA, which is compliant with the Department of Defense Architecture Framework (DODAF), focuses on current and future concepts, their associated concepts of operations and concepts of employment, Service concepts, Army doctrine, and transformation of the Total Force as articulated in the Army Campaign Plan.

Army—Condition-Based Maintenance Plus (CBM+)

Condition-Based Maintenance (CBM) is a DoD-mandated equipment maintenance capability enabled by the use of system health indications to predict functional failure and take appropriate action. CBM+ consists of a set of rigorously defined maintenance tasks derived from Reliability-Centered Maintenance (RCM) analysis. The goal is to improve the availability of weapons systems throughout their life cycle and reduce cost/maintenance burden, leading to a reduced logistics footprint.

Army—Single Army Logistics Enterprise (SALE)

The SALE initiative comprises three components that integrate strategic, operational, and tactical logistics functions into a fully integrated, end-to-end Army logistics enterprise solution:

- The Logistics Modernization Program (LMP) is the Army's national logistics system that will replace two legacy wholesale systems: the Standard Depot System (SDS) and the Commodity Command Standard System (CCSS).
- The Global Combat Support System-Army Field/Tactical (GCSS-Army (F/T) is the tactical logistics picture that will fold tactical logistics systems into one integrated environment at the combat service support levels and will interface them with the rest of the Army enterprise environment. GCSS-Army (F/T) is replacing a variety of legacy tactical-level logistics information systems, including the Standard Army Retail Supply System (SARSS), the Standard Army Maintenance System (SAMS), the Unit Level Logistics System (ULLS), and the Integrated Logistics Analysis Program (ILAP).
- Product Lifecyle Management Plus (PLM+) is the technical link between LMP and GCSS-Army. PLM+ serves as the single data repository and provides seamless linkage from the national to the tactical levels.

Marine Corps—USMC Enterprise Total Life Cycle Management (E-TLCM)

Total Life Cycle Management (TLCM) encompasses enterprise- and program-level processes to "identify, analyze, and implement synergistic cradle-to-grave solutions that optimize the acquisition/logistics chain across the Marine Corps in support of the Operating Forces." Key initiatives and concepts affecting TLCM include autonomic logistics/prognostics; performance-based logistics; design-in reliability, maintainability, and supportability; direct vendor delivery; logistics footprint; fuel efficiency; depot maintenance; condition-based maintenance; technology logistics; operational architecture; and automated identification technology. One key TLCM IT enabler is the Life Cycle Modeling Integrator (LCMI) suite of tools. Two central LCMI components are the Master Data Repository (MDR) and Marine Corps Equipment Readiness Information Tool (MERIT). Working in concert, the se components provide the ability to aggregate and view life - cycle and logistics information from numerous sources. Two additional TLCM tools currently in development are TLCM AT and TLCM Common Operating Picture (COP). TLCM AT will provide modeling and simulation for TLCM scenarios, while TLCM COP will provide the ability to view and track equipment by TAMCN or requisition from acquisition through fielding. An effort is currently underway to incorporate life-cycle management into the Log Architecture, with initial focus on identifying and defining the business activities necessary for life-cycle management.

Navy—Automatic Identification Technology (AIT)

AIT is a family of technologies to automate the identification of items, such as barcodes, active and passive RFID.

Navy—Fleet Modernization Planning (FMP) (a.k.a. SHIPMAIN)

FMP is a Navy-wide initiative to create a surface ship maintenance and modernization program that will support the vision of "Sea Power 21" and its "Culture of Readiness" (COR). It includes fleet requirements, resourcing, work package preparations, contract award, and scheduling of work against the Fleet operating schedule.

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- highlight gaps in performance-to-plan,
- allow benchmarking (within units, across units, and across weapon systems),
- address change over time, and
- address GAO and QDR findings to better measure impact of operations on warfighter outcomes.

OSD: ADUSD (MPP)—Item Unique Identification (IUID)-Serialized Item Management (SIM) in Maintenance

IUID is a critical enabler of maintenance transformation that facilitates life history data recording at the item level. It automates data capture and up-line reporting, making SIM practical and affordable. IUID implementation needs to be aggressively managed within the DoD maintenance enterprise, as does planning for establishing robust SIM capability. IUID-enabled SIM maintenance processes are codified Service requirements (DoDI 4151.19). All legacy parts marking and associated data transactions will be accomplished by the DoD maintenance enterprise. Demonstrating IUID-enabled SIM builds the case for transformed, information-centric DoD maintenance operations.

USTRANSCOM—Automatic Identification Technology (AIT)/Radio Frequency Identification (RFID)

As the Distribution Process Owner (DPO), USTRANSCOM facilitates asset visibility requirements with OSD, the Services, DLA, and other governmental agencies to ensure harmony of effort.

Program Descriptions

Air Force—Expeditionary Combat Support Systems (ECSS)

ECSS is a commercial off-the-shelf technology that integrates the logistics data and processes into a unified system consisting of multiple software components for logistics financials, maintenance repair, and overhaul—essentially the end-to-end supply chain. It will enable seamless flow of information across Air Force logistics enterprise. ECSS will redefine Air Force logistics business processes and information systems into a single integrated solution. The majority of Air Force retail, wholesale, and Air Logistics Center (ALC) systems and their related processes will be replaced with a single solution set of business processes, software applications, and data. ECSS will enable the transformation of Air Force Logistics Operations by guiding the redesign of business processes supported by selected, configured, and deployed information technology (IT) products. The ECSS is a multi-year program targeted to replace hundreds of legacy systems.

Army—Standard Army Maintenance System (SAMS-E)

Standard Army Maintenance System Enhanced (SAMS-E) is the Army's web-enabled maintenance management system that replaces and enhances Unit Level Logistics System - Ground (ULLS-G) and three legacy echelons of SAMS. SAMS-E networks and simplifies maintenance management, enables two-level

maintenance, and complies with DoD requirements for materiel condition status reporting. SAMS-E modernizes the Army's automated unit-level maintenance, repair parts supply, readiness reporting and automated dispatching. When linked via CSS, SATCOM SAMS-E eliminates the requirement for an inefficient "sneaker-net" and delivers repair parts in record time. SAMS-E also simplifies the means to task-organize units for support, provides orphaned unit maintenance, and serves as the key enabler for efficiently maintaining the force. SAMS-E is part of Single Army Logistics Enterprise (SALE) architecture.

Army—Standard Army Retail Supply System (SARSS-1, 2AC/B, and Gateway)

SARSS is comprised of three interrelated sub-systems: SARSS-1, -2AC/B (Corps Theater ADP Service Center [CTASC]), and -Gateway. SARSS provides:

- Combat Service Support (CSS) peacetime and wartime logistics system support to include stock control and accountability.
- Supply management to include excess disposition, redistribution, document history, and demand analysis.
- Real time requisitioning capability directly to national level for same day support.
- Receipt, storage, inventory, and issuance of materiel to Continental United States (CONUS)/OCONUS units.

SARSS is part of Single Army Logistics Enterprise (SALE) architecture.

Army—Unit Level Logistics Systems–Aviation (ULLS-A)

ULLS-A(E) is a computer-based software system operated by flight company crew chiefs and field-level aviation maintenance personnel to track PMCS, on-hand Prescribed Load List (PLL) usage, and The Army Maintenance Management System-Aviation (TAMMS-A) functions. ULLS applications reside in the portfolio of the Army's automated logistics and integrated systems (ALIS). ULLS-A(E) offers a menu-driven, interactive capability that provides on-line inquiry responses and file updates, and can accommodate multiple units requirements on a single computer. ULLS-A is located with the aircraft at flight companies and at Aviation Unit Maintenance (AVUM) and Aviation Intermediate Maintenance (AVIM) units. ULLS-A is part of Single Army Logistics Enterprise (SALE) architecture.

Marine Corps—Automatic Identification Technology (AIT)

Automatic Identification Technology has been an integral part of logistics for many years, encompassing enablers such as barcodes, LOGMARS, magnetic stripes, Integrated Circuit Chips (ICC), Optical Memory Cards (OMC), Voice Recognition, Contact Memory Buttons, and RFID. Current AIT efforts involve identifying, analyzing, and adopting new, enhanced equipment and technologies to add to the "tool box" of technology available to operating forces and program managers. AIT will pass through a series of Full Operational Capability, or FOC, events over the next few years due to the range of technologies that are available and required to be implemented to meet the full spectrum of logistics identification requirements within the Marine Corps.

Marine Corps—Autonomic Logistics (AL)

AL is the Marine Corps concept for overcoming deficiencies in collecting and processing mission critical data associated with ground tactical equipment in austere environments. Current and future warfighting concepts require real-time visibility of ammunition and fuel consumption, operational status of platforms (weapons, vehicles, support systems, etc.) and distribution events. AL is intended to "capture, transmit, and hang" data. It forms the foundation of "sense" in the Marine Corps' Sense & Respond Logistics (S&RL) Capability. AL is

early in its development, on a cycle that will take several years. Its Initial Operational Capability will roughly correspond to the fielding of weapons systems that incorporate AL sensors. This will include current efforts to retrofit the Amphibious Assault Vehicle (AAV), the Light Armored Vehicle (LAV), and the Medium Tactical Vehicle Replacement (MTVR). Additionally, several new weapons systems are being designed with AL in mind, such as the Joint Light Tactical Vehicle (JLTV) and the Marine Personnel Carrier (MPC).

Marine Corps—Global Combat Support System (GCSS)-MC

GCSS-MC is the primary technology enabler for the Marine Corps Logistics Modernization strategy. GCSS-MC is a deployable portfolio of systems that enables the improved processes documented by the Marine Corps Logistics Operation Architecture (LOG OA). The LOG OA provides a seamless, end-to-end process for Logistics Chain Management (LCM) based on latest best practices and the Supply Chain Operational Reference (SCOR) model. GCSS-MC will replace 30-year-old stove-piped systems with cutting-edge, integrated, web-based, deployable systems. It will provide the backbone for all logistics information required by the Marine Air Ground Task Force. Block 1 of GCSS-MC will begin to be fielded in 2009, which is critical to moving our logistics modernization efforts forward. However, there are future capabilities envisioned under Global Combat Support System Marine Corps, which will cover areas including distribution and transportation, health services, and engineering, well into the next decade.

Navy—Consolidated Automated Support System (CASS)

CASS is a multifunctional Automatic Test System that provides a common tester for the full range of electronics test needs. CASS replaces over 30 types of legacy ATE and supports 2,500 weapon system components. Last delivery of mainframe CASS was in FY04. RTCASS is a man-transportable configuration and an ECP to mainframe CASS. Boeing was competitively awarded the production contract in FY03.

Navy—Naval Tactical Command Support System (NTCSS)

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Goal 3: Rapid and Precise Response

Objective 3.3
Identify and sustain requisite core maintenance capability

Supporting Initiatives and Programs

Figure 5-3. Initiatives and Programs Supporting Objective 3.3

Initiatives	FY08	FY09	FY10	FY11	FY12	FY13
Air Force						
Repair Enterprise - 21st Century						
Army						
Condition-Based Maintenance Plus						
Single Army Logistics Enterprise	TBD					
Navy						
Fleet Modernization Planning (a.k.a. SHIPMAIN)	TBD					
Programs	**FY08**	**FY09**	**FY10**	**FY11**	**FY12**	**FY13**
Army						
Automatic Identification Technology-Radio Frequency In-Transit Visibility	TBD					
Standard Army Maintenance System						
Standard Army Retail Supply System	TBD					
Unit Level Logistics Systems - Aviation						
Navy						
Consolidated Automated Support System						
Naval Tactical Command Support System						
△ IOC/Milestone ▲ FOC						

Initiative Descriptions

Air Force—Repair Enterprise - 21st Century (RE21)

The RE21 vision is to establish an enterprise-wide repair capability managed by a single supply chain that provides optimum support to the warfighter. It is a lean logistics initiative and an integral part of the AFGLSC concept of providing global logistics support to the Air Force. RE21 was initiated to respond to PBD 720 personnel cuts.

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The goal is to improve the availability of weapons systems throughout their life cycle and reduce cost/maintenance burden, leading to a reduced logistics footprint.

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Program Descriptions

Army—Automatic Identification Technology (AIT)-Radio Frequency In-Transit Visibility (RF-ITV)

AIT comprises a suite of tools and devices (barcodes, contact buttons, RFID tags, fixed and mobile scanners, imagers, and readers) that collect, aggregate, and transport data to enable accurate, timely visibility of assets in motion and at rest and to enable hands-free transaction processing to automation information systems. A major deployed AIT capability is the Radio Frequency In-Transit Visibility (RF-ITV). RF-ITV is a system of strategically positioned infrastructure providing automated near and real-time in-transit visibility of equipment and supplies by integrating radio frequency identification and satellite global positioning systems devices (MTS, VISTAR). RF-ITV shares location information to 35 Army (BCS3, SAAS-MOD, SARSS) and DoD logistics systems (GTN, AV, IGE, WPS, GATES) to provide logisticians with decision-making information to support the warfighter. RF-ITV also integrates logistics visibility across the joint-coalition spectrum by providing support to the UK, AUS, Canada, and NATO militaries. Integration of other AIT capabilities enable RF-ITV to provide security and environmental condition monitoring of sensitive and perishable shipments in transit and in storage. The use of AIT devices supports the business mission areas of depot maintenance, overhaul, and repair as part of RESET, flight line maintenance and flight safety critical part pedigree management, and item unique identification (IUID) for property accounting. Designed to provide hands-free, accurate, and timely data collection and reporting, AIT-enabled logistics operations facilitate transformation of processes to support the Single Army Logistics Enterprise (SALE), Enterprise Resource Planning (ERP).

Army—Standard Army Maintenance System (SAMS-E)

Standard Army Maintenance System Enhanced (SAMS-E) is the Army's web-enabled maintenance management system that replaces and enhances Unit Level Logistics System - Ground (ULLS-G) and three legacy echelons of SAMS. SAMS-E networks and simplifies maintenance management, enables two-level maintenance, and complies with DoD requirements for materiel condition status reporting. SAMS-E modernizes the Army's automated unit-level maintenance, repair parts supply, readiness reporting and automated dispatching. When linked via CSS, SATCOM SAMS-E eliminates the requirement for an inefficient "sneaker-net" and delivers repair parts in record time. SAMS-E also simplifies the means to task-organize units for support, provides orphaned unit maintenance, and serves as the key enabler for efficiently maintaining the force. SAMS-E is part of Single Army Logistics Enterprise (SALE) architecture.

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Goal 3: Rapid and Precise Response

Objective 3.4
Sustain a highly capable, mission-ready maintenance workforce

Supporting Initiatives and Programs

Figure 5-4. Initiatives and Programs Supporting Objective 3.4

Initiatives	FY08	FY09	FY10	FY11	FY12	FY13
Air Force						
Repair Enterprise - 21st Century						
Army						
Condition-Based Maintenance Plus						
Navy						
Fleet Modernization Planning (a.k.a. SHIPMAIN)	TBD					
Programs	**FY08**	**FY09**	**FY10**	**FY11**	**FY12**	**FY13**
Army						
Advanced Aviation Forward Area Refueling System						
Assault Hoseline System						
Distribution Systems, Petroleum and Water	TBD					
Fuel System Supply Point						
Next Generation Automatic Test System				FY16		
Navy						
Naval Tactical Command Support System						

IOC/Milestone FOC

Initiative Descriptions

Air Force—Repair Enterprise - 21st Century (RE21)

The RE21 vision is to establish an enterprise-wide repair capability managed by a single supply chain that provides optimum support to the warfighter. It is a lean logistics initiative and an integral part of the AFGLSC concept of providing global logistics support to the Air Force. RE21 was initiated to respond to PBD 720 personnel cuts.

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The goal is to improve the availability of weapons systems throughout their life cycle and reduce cost/maintenance burden, leading to a reduced logistics footprint.

Navy—Fleet Modernization Planning (FMP) (a.k.a. SHIPMAIN)

FMP is a Navy-wide initiative to create a surface ship maintenance and modernization program that will support the vision of "Sea Power 21" and its "Culture of Readiness" (COR). It includes fleet requirements, resourcing, work package preparations, contract award, and scheduling of work against the Fleet operating schedule.

Program Descriptions

Army—Advanced Aviation Forward Area Refueling System (AAFARS)

AAFARS provides rapid, simultaneous refueling to combat aircraft near the battlefield. It is a four-point refueling system that provides filtered fuel at the rate of 55 GPM to each of its four nozzles simultaneously. It can refuel four aircraft at one time, thus reducing refueling time and enhancing mission performance. AAFARS principal components are engine, pump, filter, and control modules, along with hoses, nozzles, couplings, refueling pump, fuel blivets (500 gallon drums), fire-suppression equipment, fuel spill containment berms, nozzles, and fuel test kit. AAFARS is transported inter-theater in three specialized shipping containers. AAFARS is part of the Family of Petroleum and Water Distribution Systems.

Army—Assault Hoseline System (AHS)

The Assault Hoseline System (AHS) is a mobile fuel distribution system. It has been enhanced with a rapid retrieval system to move fuel from a storage point to a distribution point or another storage point. It consists of 14,000 feet of 4 inch fuel hose, along with couplings, valves, and other related equipment. It has a "throughput" rate of 350 gallons per minute (GPM). The majority of these systems will be fielded to United States Army Reserve

(USAR) units. The AHS is a transformational system that meets bulk fuel transfer requirements for the modular force. The AHS is part of the Family of Petroleum and Water Distribution Systems.

Army—Distribution Systems, Petroleum and Water

The Family of Petroleum and Water Distribution Systems supports the Army's mission to supply bulk fuel and water to all DoD forces in the various theaters of operation. These systems supports aircraft refueling, ground vehicles, and other Army equipment. The distribution systems are comprised of hoses, pumps, tanks, filter separators, fittings, couplings, and nozzles. The Family of Petroleum and Water Distribution Systems Consists of the Assault Hoseline System (AHS), Fuel System Supply Point (FSSP), Advanced Aviation Forward Area Refueling System (AAFARS), Forward Area Water Point Supply System (FAWPSS), which is being replaced by the Hippo, Load Handling System (LHS) Compatible Water Tank Racks System (Hippo), Camel, and Versatile Tank and Pump Unit (VTPU).

Army—Fuel System Supply Point (FSSP)

The FSSP receives, stores, and issue fuel within a theater of operation. It consists of four storage capacities: 60K, 120K, 300K, and 800K gallon systems. This system is a bulk fuel receiving, issuing, and storing facility consisting of a 350 gallons per minute (GPM) pump, 350 GPM filter separator and collapsible fabric storage tanks. The 800K FSSP will have 600 GPM pumps. The tanks vary in size from 20,000 gallons to 210,000 gallons. The FSSP 800K system is being developed to meet additional unit requirements and support the transformation of the Army to provide bulk fuel distribution and storage to the current force and the modular force.

Army—Next Generation Automatic Test System (NGATS)

The Integrated Family of Test Equipment (IFTE) Next Generation Automatic Test System (NGATS), also known as the Base Shop Test Facility Version 6 (BSTF[V]6), is a mobile, rapidly deployable, reconfigurable general purpose automatic test system (ATS) capable of providing sustainment-level maintenance testing and screening directly to the Army's major weapons systems in order to maintain the readiness and availability of those combat systems. NGATS will not only maintain backward compatibility with previous IFTE versions, but will also be Joint Services Next-Generation Test– (NxTest-) compliant and include inter-service testing support capability. It will be capable of satisfying field, sustainment, and depot-level test requirements for current and future weapons systems. NGATS will be the single automatic test solution in the Army by incrementally replacing the Direct Support Electrical System Test Set (DSESTS) and all previous IFTE BSTF versions. It will be the platform for transitioning Agile Rapid Global Combat Support System (ARGCS) technologies into the Army's weapon system support structure. The ARGCS initiative was sponsored by DoD, and all Services are expected to transition demonstrated technologies into their ATS programs.

Navy—Naval Tactical Command Support System (NTCSS)

NTCSS is a tactical command support information system for maintenance management of ships, submarines, aviation squadrons, and intermediate maintenance activities (afloat and ashore); it also provides supply control, requirements processing, parts ordering and tracking, inventory management and financial management. NTCSS is a multi-application program that provides standard information resource management to various afloat and associated shore-based Fleet activities. It incorporates the functionality of SNAP, NALCOMIS, and MRMS.

Goal 3: Rapid and Precise Response

Objective 3.5
Ensure an adequate infrastructure to execute assigned maintenance workload

Supporting Initiatives and Programs

Figure 5-5. Initiatives and Programs Supporting Objective 3.5

Initiatives	FY08	FY09	FY10	FY11	FY12	FY13
Air Force						
Repair Enterprise - 21st Century	△				△	
Army						
Single Army Logistics Enterprise	TBD					
Marine Corps						
USMC Enterprise Total Life Cycle Management	TBD					
Navy						
Fleet Modernization Planning (a.k.a. SHIPMAIN)	TBD					
Programs	**FY08**	**FY09**	**FY10**	**FY11**	**FY12**	**FY13**
Air Force						
Expeditionary Combat Support Systems			△			▲
Army						
Future Combat System - Field Recovery and Maintenance Vehicle	TBD					
Maintenance Support Device - Version II						FY15 ▲
Standard Army Maintenance System			▲			
Marine Corps						
Automatic Identification Technology	TBD					
△ IOC/Milestone ▲ FOC						

Initiative Descriptions

Army—Single Army Logistics Enterprise (SALE)

The SALE initiative comprises three components that integrate strategic, operational, and tactical logistics functions into a fully integrated, end-to-end Army logistics enterprise solution:

- The Logistics Modernization Program (LMP) is the Army's national logistics system that will replace two legacy wholesale systems: the Standard Depot System (SDS) and the Commodity Command Standard System (CCSS).

- The Global Combat Support System-Army Field/Tactical (GCSS-Army (F/T) is the tactical logistics picture that will fold tactical logistics systems into one integrated environment at the combat service support levels and will interface them with the rest of the Army enterprise environment. GCSS-Army (F/T) is replacing a variety of legacy tactical-level logistics information systems, including the Standard Army Retail Supply System (SARSS), the Standard Army Maintenance System (SAMS), the Unit Level Logistics System (ULLS), and the Integrated Logistics Analysis Program (ILAP).
- Product Lifecyle Management Plus (PLM+) is the technical link between LMP and GCSS-Army. PLM+ serves as the single data repository and provides seamless linkage from the national to the tactical levels.

Air Force—Repair Enterprise - 21st Century (RE21)

The RE21 vision is to establish an enterprise-wide repair capability managed by a single supply chain that provides optimum support to the warfighter. It is a lean logistics initiative and an integral part of the AFGLSC concept of providing global logistics support to the Air Force. RE21 was initiated to respond to PBD 720 personnel cuts.

Marine Corps—USMC Enterprise Total Life Cycle Management (E-TLCM)

Total Life Cycle Management (TLCM) encompasses enterprise- and program-level processes to "identify, analyze, and implement synergistic cradle-to-grave solutions that optimize the acquisition/logistics chain across the Marine Corps in support of the Operating Forces." Key initiatives and concepts affecting TLCM include autonomic logistics/prognostics; performance-based logistics; design-in reliability, maintainability, and supportability; direct vendor delivery; logistics footprint; fuel efficiency; depot maintenance; condition-based maintenance; technology logistics; operational architecture; and automated identification technology. One key TLCM IT enabler is the Life Cycle Modeling Integrator (LCMI) suite of tools. Two central LCMI components are the Master Data Repository (MDR) and Marine Corps Equipment Readiness Information Tool (MERIT). Working in concert, the se components provide the ability to aggregate and view life - cycle and logistics information from numerous sources. Two additional TLCM tools currently in development are TLCM AT and TLCM Common Operating Picture (COP). TLCM AT will provide modeling and simulation for TLCM scenarios, while TLCM COP will provide the ability to view and track equipment by TAMCN or requisition from acquisition through fielding. An effort is currently underway to incorporate life-cycle management into the Log Architecture, with initial focus on identifying and defining the business activities necessary for life-cycle management.

Navy—Fleet Modernization Planning (FMP) (a.k.a. SHIPMAIN)

FMP is a Navy-wide initiative to create a surface ship maintenance and modernization program that will support the vision of "Sea Power 21" and its "Culture of Readiness" (COR). It includes fleet requirements, resourcing, work package preparations, contract award, and scheduling of work against the Fleet operating schedule.

Program Descriptions

Air Force—Expeditionary Combat Support Systems (ECSS)

ECSS is a commercial off-the-shelf technology that integrates the logistics data and processes into a unified system consisting of multiple software components for logistics financials, maintenance repair, and overhaul—essentially the end-to-end supply chain. It will enable seamless flow of information across Air Force logistics enterprise. ECSS will redefine Air Force logistics business processes and information systems into a single integrated solution. The majority of Air Force retail, wholesale, and Air Logistics Center (ALC) systems and their related processes will be replaced with a single solution set of business processes, software applications, and data. ECSS will enable the

transformation of Air Force Logistics Operations by guiding the redesign of business processes supported by selected, configured, and deployed information technology (IT) products. The ECSS is a multi-year program targeted to replace hundreds of legacy systems.

Army—Future Combat System (FCS)—Field Recovery and Maintenance Vehicle (FRMV)

The Army's Future Combat System (FCS) Brigade Combat Team (BCT) consists of seven manned ground vehicle (MGV) variants. The FCS Maintenance and Recovery Vehicle (FMRV) is the recovery and maintenance system for employment in the FCS BCT. The Brigade Support Battalion (BSB) maintainers will be organized into Combat Repair Teams (CRTs) supported by 10 FMRVs. The CRTs will perform in-depth battle damage and repair (BDAR) and unscheduled field-level maintenance requirements beyond the capabilities of the crew to include lift, welding, cutting, and heating of materials.

Army—Maintenance Support Device (MSD)—Version II

The Maintenance Support Device (MSD) is being fielded to support Army Transformation and Task Force Modularity requirements. It provides test and diagnostic support and maintenance automation capabilities that are critical to the readiness of Army units and their equipment. The MSD is a lightweight and ruggedized tester used at all levels of maintenance to automatically diagnose electronic and automotive subsystems of the Army's ground and aviation weapon systems. The MSD hosts interactive electronic technical manuals (IETMs) and expert diagnostics systems, conducts intrusive testing in support of Army weapons and electronic systems, and provides a means to upload/download mission-critical software into weapon system on-board computer processors.

Army—Standard Army Maintenance System (SAMS-E)

Standard Army Maintenance System Enhanced (SAMS-E) is the Army's web-enabled maintenance management system that replaces and enhances Unit Level Logistics System–Ground (ULLS-G) and three legacy echelons of SAMS. SAMS-E networks and simplifies maintenance management, enables two-level maintenance, and complies with DoD requirements for materiel condition status reporting. SAMS-E modernizes the Army's automated unit-level maintenance, repair parts supply, readiness reporting and automated dispatching. When linked via CSS, SATCOM SAMS-E eliminates the requirement for an inefficient "sneaker-net" and delivers repair parts in record time. SAMS-E also simplifies the means to task-organize units for support, provides orphaned unit maintenance, and serves as the key enabler for efficiently maintaining the force. SAMS-E is part of Single Army Logistics Enterprise (SALE) architecture.

Marine Corps—Automatic Identification Technology (AIT)

Automatic Identification Technology has been an integral part of logistics for many years, encompassing enablers such as barcodes, LOGMARS, magnetic stripes, Integrated Circuit Chips (ICC), Optical Memory Cards (OMC), Voice Recognition, Contact Memory Buttons, and RFID. Current AIT efforts involve identifying, analyzing, and adopting new, enhanced equipment and technologies to add to the "tool box" of technology available to Operating Forces and Program Managers. AIT will pass through a series of Full Operational Capability, or FOC, events over the next few years due to the range of technologies that are available and required to be implemented to meet the full spectrum of logistics identification requirements within the Marine Corps.

Goal 3: Rapid and Precise Response

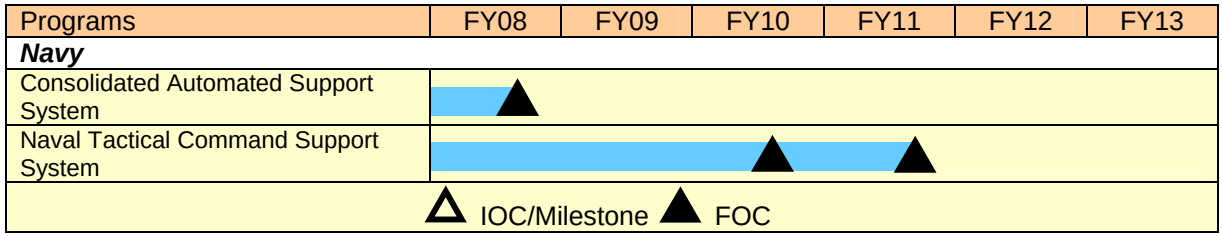
Objective 3.6
Continuously improve availability, quality, flow days, and cost of maintenance operations worldwide

Supporting Initiatives and Programs

Figure 5-6. Initiatives and Programs Supporting Objective 3.6

Initiatives	FY08	FY09	FY10	FY11	FY12	FY13
Air Force						
Air Force Smart Operations for the 21st Century	TBD					
Army						
Condition-Based Maintenance Plus						
Single Army Logistics Enterprise	TBD					
Unique Identification and Serialized Item Management						
Marine Corps						
USMC Enterprise Total Life Cycle Management	TBD					
Navy						
Fleet Modernization Planning (a.k.a. SHIPMAIN)	TBD					
OSD: ADUSD(MPP)						
Condition Based Maintenance Plus						
Depot Maintenance Benchmarking						
Programs	**FY08**	**FY09**	**FY10**	**FY11**	**FY12**	**FY13**
Army						
Automatic Identification Technology-Radio Frequency In-Transit Visibility	TBD					
Forward Repair System (FRS)	TBD					
Future Combat System–Multi-function Utility/Logistics Equipment						FY14
Maintenance Support Device - Version II						FY15
Next Generation Automatic Test System						FY16
Shop Equipment Contact Maintenance-Light Weight	TBD					
Shop Equipment Welding Trailer						
Standard Army Retail Supply System	TBD					
Standard Automotive Tool Set	TBD					
Unit Level Logistics Systems - Aviation						

Figure 5-6. Initiatives and Programs Supporting Objective 3.6



Initiative Descriptions

Air Force—Air Force Smart Operations for the 21st Century

Air Force Smart Operations for the 21st Century (AFSO21) is the Air Force's dedicated effort to maximize value and minimize waste in all of its environments—operational, support, and others—and to fully integrate continuous process improvement into everything it does. A robust process improvement effort is required because the Air Force is confronted with the expected long war against global terror and its associated evolving mission requirements, continuing and growing unconventional threats, financial drawdowns, workforce reduction pressures, aging fleet pressures, and infrastructure pressures. Faced with the critical need to find and eliminate waste, the Air Force has adopted AFSO21 as its standard concept and approach for immediate and long-term improvement.

Army—Condition-Based Maintenance Plus (CBM+)

Condition-Based Maintenance (CBM) is a DoD-mandated equipment maintenance capability enabled by the use of system health indications to predict functional failure and take appropriate action. CBM+ consists of a set of rigorously defined maintenance tasks derived from Reliability-Centered Maintenance (RCM) analysis. The goal is to improve the availability of weapons systems throughout their life cycle and reduce cost/maintenance burden, leading to a reduced logistics footprint.

Army—Single Army Logistics Enterprise (SALE)

The SALE initiative comprises three components that integrate strategic, operational, and tactical logistics functions into a fully integrated, end-to-end Army logistics enterprise solution:

- The Logistics Modernization Program (LMP) is the Army's national logistics system that will replace two legacy wholesale systems: the Standard Depot System (SDS) and the Commodity Command Standard System (CCSS).
- The Global Combat Support System-Army Field/Tactical (GCSS-Army (F/T) is the tactical logistics picture that will fold tactical logistics systems into one integrated environment at the combat service support levels and will interface them with the rest of the Army enterprise environment. GCSS-Army (F/T) is replacing a variety of legacy tactical-level logistics information systems, including the Standard Army Retail Supply System (SARSS), the Standard Army Maintenance System (SAMS), the Unit Level Logistics System (ULLS), and the Integrated Logistics Analysis Program (ILAP).
- Product Lifecyle Management Plus (PLM+) is the technical link between LMP and GCSS-Army. PLM+ serves as the single data repository and provides seamless linkage from the national to the tactical levels.

Army—Unique Identification and Serialized Item Management

IUID is a mandatory DoD program which places machine readable identification mark on the Department's tangible qualifying assets, and establishes the data management protocols needed to automatically recover stored information about the item from both static and dynamic data bases. UID policy complements existing DoD policy on serialized item management (SIM). SIM associates an item's assigned identification number with dynamically updated attributes of the item to produce a life history record of the item. Enabled by UID, decision makers will be able to access this life history or "pedigree" information to achieve a level of situational awareness about item location, usage, performance, reliability, and ownership cost not previously possible. Every qualifying item is marked with a permanent Unique Item Identifier (UII). UIIs are stored in comprehensive IUID Registry maintained by the Defense Logistics Information Service (DLIS).

Marine Corps—USMC Enterprise Total Life Cycle Management (E-TLCM)

Total Life Cycle Management (TLCM) encompasses enterprise- and program-level processes to "identify, analyze, and implement synergistic cradle-to-grave solutions that optimize the acquisition/logistics chain across the Marine Corps in support of the Operating Forces." Key initiatives and concepts affecting TLCM include autonomic logistics/prognostics; performance-based logistics; design-in reliability, maintainability, and supportability; direct vendor delivery; logistics footprint; fuel efficiency; depot maintenance; condition-based maintenance; technology logistics; operational architecture; and automated identification technology. One key TLCM IT enabler is the Life Cycle Modeling Integrator (LCMI) suite of tools. Two central LCMI components are the Master Data Repository (MDR) and Marine Corps Equipment Readiness Information Tool (MERIT). Working in concert, the se components provide the ability to aggregate and view life - cycle and logistics information from numerous sources. Two additional TLCM tools currently in development are TLCM AT and TLCM Common Operating Picture (COP). TLCM AT will provide modeling and simulation for TLCM scenarios, while TLCM COP will provide the ability to view and track equipment by TAMCN or requisition from acquisition through fielding. An effort is currently underway to incorporate life-cycle management into the Log Architecture, with initial focus on identifying and defining the business activities necessary for life-cycle management.

Navy—Fleet Modernization Planning (FMP) (a.k.a. SHIPMAIN)

FMP is Navy-wide initiative to create a surface ship maintenance and modernization program that will support the vision of "Sea Power 21" and its "Culture of Readiness" (COR). It includes fleet requirements, resourcing, work package preparations, contract award, and scheduling of work against the Fleet operating schedule.

OSD:ADUSD(MPP)—Condition Based Maintenance Plus (CBM+)

CBM+ is an umbrella initiative designed to integrate "best-of-breed" maintenance strategies and concepts (including, but not limited to Condition Based Maintenance and Reliability Centered Maintenance) with emerging diagnostics and prognostics technologies to increase maintenance efficiency and productivity and to decrease weapon system sustainment costs. CBM+ capitalizes on advances in technology and commercial information processing capabilities to support maintenance and logistics operations. CBM+ is not a single-event solution, but a maintenance improvement approach that repeatedly challenges weapons platform and equipment managers to collect meaningful information, analyze system performance, assess new technologies and processes, and implement effective solutions that enable improved capabilities.

OSD: ADUSD (MPP)—Depot Maintenance Benchmarking

The objective of this initiative is to identify key indicators for benchmarking performance at DoD organic depots. These performance indicators will provide depot-to-depot comparisons and comparisons of similar

commodities and weapons systems repaired by more than one military service. Through these comparisons, best-in-class performers (benchmarks) will be identified, along with best practices, processes, and programs for others to emulate.

Program Descriptions

Army—Automatic Identification Technology (AIT)-Radio Frequency In-Transit Visibility (RF-ITV)

AIT comprises a suite of tools and devices (barcodes, contact buttons, RFID tags, fixed and mobile scanners, imagers, and readers) that collect, aggregate, and transport data to enable accurate, timely visibility of assets in motion and at rest and to enable hands-free transaction processing to automation information systems. A major deployed AIT capability is the Radio Frequency In-Transit Visibility (RF-ITV). RF-ITV is a system of strategically positioned infrastructure providing automated near and real-time in-transit visibility of equipment and supplies by integrating radio frequency identification and satellite global positioning systems devices (MTS, VISTAR). RF-ITV shares location information to 35 Army (BCS3, SAAS-MOD, SARSS) and DoD logistics systems (GTN, AV, IGE, WPS, GATES) to provide logisticians with decision-making information to support the warfighter. RF-ITV also integrates logistics visibility across the joint-coalition spectrum by providing support to the UK, AUS, Canada, and NATO militaries. Integration of other AIT capabilities enable RF-ITV to provide security and environmental condition monitoring of sensitive and perishable shipments in transit and in storage. The use of AIT devices supports the business mission areas of depot maintenance, overhaul, and repair as part of RESET, flight line maintenance and flight safety critical part pedigree management, and item unique identification (IUID) for property accounting. Designed to provide hands-free, accurate, and timely data collection and reporting, AIT-enabled logistics operations facilitate transformation of processes to support the Single Army Logistics Enterprise (SALE), Enterprise Resource Planning (ERP).

Army—Forward Repair System (FRS)

The FRS uniquely fills the existing need for a forward, mobile maintenance/repair system, capable of returning disabled heavy force systems back to operational conditions. FRS, with the Palletized Load System (PLS) level of mobility, allows the forces to reach most disabled system locations to replace parts forward, thus minimizing any additional maintenance vehicle/personnel support. The FRS equally supports expeditionary and modularity requirements, and is a "must have" enabler for both the digitized division and BCTs/Future Combat Systems' Complementary System. FRS is intended to augment lift and maintenance capabilities at all the Forward Operation Bases; increasing combat power and decreasing soldier vulnerability within the theater of operation. The fielding of FRS to Heavy and Light Brigade Combat Teams (BCTs), Stryker Brigade Combat Teams (SBCTs), and Aviation/Fires/Maneuver Enhancement/Reconnaissance, Surveillance, and Target Acquisition Brigades supports the modular conversion of the Army Active Component and National Guard.

Army—Future Combat System (FCS)—Multifunction Utility/Logistics Equipment (MULE)

The FCS MULE is one of the FCS Unmanned Ground Vehicles. The MULE vehicle is a 3.5-ton UGV that will support dismounted operations. It consists of four major components: Common Mobility Platform, ANS, Centralized Controller (CC), and 3 mission equipment packages/variants. The MULE has three variants sharing the common mobility chassis; transport, countermine, and ARV-A (L). The MULE-T will carry 1,900–2,400 lbs of equipment and rucksacks for dismounted infantry squads with the mobility needed to follow squads in complex terrain. The MULE-C will provide the capability to detect, mark, and neutralize individual anti-tank mines by integrating a mine detection mission equipment package from the Ground Standoff Mine Detection System (GSTAMIDS) program to support force mobility. The ARV-A (L) is a

mobility platform with an integrated weapons and target acquisition package to support the dismounted infantry's efforts to locate and destroy enemy platforms and positions. All MULE platforms are CH-47 transportable.

Army—Maintenance Support Device (MSD) - Version II

The Maintenance Support Device (MSD) is being fielded to support Army Transformation and Task Force Modularity requirements. It provides test and diagnostic support and maintenance automation capabilities that are critical to the readiness of Army units and their equipment. The MSD is a lightweight and ruggedized tester used at all levels of maintenance to automatically diagnose electronic and automotive subsystems of the Army's ground and aviation weapon systems. It hosts interactive electronic technical manuals (IETMs) and expert diagnostics systems, conducts intrusive testing in support of Army weapons and electronic systems, and provides a means to upload/download mission-critical software into weapon system on-board computer processors.

Army—Next Generation Automatic Test System (NGATS)

The Integrated Family of Test Equipment (IFTE) Next Generation Automatic Test System (NGATS), also known as the Base Shop Test Facility Version 6 (BSTF[V]6), is a mobile, rapidly deployable, reconfigurable general purpose automatic test system (ATS) capable of providing sustainment-level maintenance testing and screening directly to the Army's major weapons systems in order to maintain the readiness and availability of those combat systems. NGATS will not only maintain backward compatibility with previous IFTE versions, but will also be Joint Services Next-Generation Test– (NxTest-) compliant and include inter-service testing support capability. It will be capable of satisfying field, sustainment, and depot-level test requirements for current and future weapons systems. NGATS will be the single automatic test solution in the Army by incrementally replacing the Direct Support Electrical System Test Set (DSESTS) and all previous IFTE BSTF versions. It will be the platform for transitioning Agile Rapid Global Combat Support System (ARGCS) technologies into the Army's weapon system support structure. The ARGCS initiative was sponsored by DoD, and all Services are expected to transition demonstrated technologies into their ATS programs.

Army—Shop Equipment Contact Maintenance-Light Weight (SECM-LW)

SECM-LW is a first responder to Battle/IED damaged tracked, wheeled, ground support, and aviation equipment and provides immediate field-level maintenance. The SECM has industrial quality tools, light duty cutting and welding equipment, and an on-board compressor and power inverter to support forward repair of weapon systems. It is a responsive, agile mobile maintenance system that traverses the battlefield providing on-site maintenance capabilities. It consists of a fabricated enclosure mounted on a High Mobility Multi-Purpose Wheeled Vehicle (HMMWV). The SECM provides forward mobile maintenance and repair, which allows the return of combat, tactical, ground support, and aviation equipment in maneuver and supporting units to operational condition or allows them to leave the battlefield for comprehensive repair.

Army—Shop Equipment Welding Trailer (SEW)

This system supports the only qualified welders in the Army. It supports two-level maintenance and contains provisions for safely accomplishing oxy propylene braze welding straight stick electric arc, metal inert gas, air carbon arc cutting, and flux-cored wire of ferrous and non-ferrous metals. SEW is designed to allow for rapid deployment to forward locations and operational set-up. It provides heavy-duty, on-site welding capability to tactical engineer and ordnance maintenance units. It has increased mobility and deployability and provides a full spectrum of welding capabilities throughout the battlefield. Repairs can be performed in all weather, climatic and light conditions. It provides compressed air on demand, electrical power for lights and electric hand tools, and an illuminated work surface.

Army—Standard Army Retail Supply System (SARSS-1, 2AC/B, and Gateway)

SARSS is comprised of three interrelated sub-systems: SARSS-1, -2AC/B (Corps Theater ADP Service Center [CTASC]), and -Gateway. SARSS provides:

- Combat Service Support (CSS) peacetime and wartime logistics system support to include stock control and accountability.
- Supply management to include excess disposition, redistribution, document history, and demand analysis.
- Real time requisitioning capability directly to national level for same day support.
- Receipt, storage, inventory, and issuance of materiel to Continental United States (CONUS)/OCONUS units.

SARSS is part of Single Army Logistics Enterprise (SALE) architecture.

Army—Standard Automotive Tool Set (SATS)

SATS is a base tool set of the most frequently required automotive maintenance tools that can be augmented by modular packages that are tailorable to unit mission requirements and organizational design. SATS enables a modular, expeditionary, campaign-quality force and supports the Army maintenance transformation to a two-level system. SATS consists of a transportable, ISO 8x8x20 container with an integrated electric power generator and environmental control unit. The container includes secure storage space for a complete base set of industrial quality tools and equipment needed to perform field-level maintenance of military vehicles and ground-support equipment. SATS gives the war fighter a common tool set with the capability to perform field level maintenance of military vehicles and ground support equipment at all levels of materiel system repairs. SATS increases tactical independence as items allow the unit to fight autonomously via self-maintaining capabilities for all organic systems.

Army—Unit Level Logistics Systems–Aviation (ULLS-A)

ULLS-A(E) is a computer-based software system operated by flight company crew chiefs and field-level aviation maintenance personnel to track PMCS, on-hand Prescribed Load List (PLL) usage, and The Army Maintenance Management System-Aviation (TAMMS-A) functions. ULLS applications reside in the portfolio of the Army's automated logistics and integrated systems (ALIS). ULLS-A(E) offers a menu-driven, interactive capability that provides on-line inquiry responses and file updates, and can accommodate multiple units requirements on a single computer. ULLS-A is located with the aircraft at flight companies and at Aviation Unit Maintenance (AVUM) and Aviation Intermediate Maintenance (AVIM) units. ULLS-A is part of Single Army Logistics Enterprise (SALE) architecture.

Navy—Consolidated Automated Support System (CASS)

CASS is a multifunctional Automatic Test System that provides a common tester for the full range of electronics test needs. CASS replaces over 30 types of legacy ATE and supports 2,500 weapon system components. Last delivery of mainframe CASS was in FY04. RTCASS is a man-transportable configuration and an ECP to mainframe CASS. Boeing was competitively awarded the production contract in FY03.

Navy—Naval Tactical Command Support System (NTCSS)

NTCSS is a tactical command support information system for maintenance management of ships, submarines, aviation squadrons, and intermediate maintenance activities (afloat and ashore); it also provides supply control, requirements processing, parts ordering and tracking, inventory management and financial management. NTCSS is a multi-application program that provides standard information resource management to various afloat and associated shore-based Fleet activities. It incorporates the functionality of SNAP, NALCOMIS, and MRMS.

Goal 3: Rapid and Precise Response

Objective 3.7
In conjunction with Systems Engineering, become the advocate for the design and production of reliable weapons systems and equipment

Supporting Initiatives and Programs

Figure 5-7. Initiatives and Programs Supporting Objective 3.7

Initiatives	FY08	FY09	FY10	FY11	FY12	FY13
Army						
Condition-Based Maintenance Plus						
Marine Corps						
Sense and Respond Logistics						
OSD: ADUSD(MPP						
Aligning Maintenance Operations Metrics with Warfighter Outcomes						
Programs	**FY08**	**FY09**	**FY10**	**FY11**	**FY12**	**FY13**
Air Force						
KC-X Tanker Replacement Program						FY15
Marine Corps						
Automatic Identification Technology	TBD					
Navy						
C-9 Replacement Program						FY17
Joint High Speed Intra-Theater Surface Lift						FY15
KC-130J						FY16
Maritime Prepositioning Force (Future) Mobile Landing Platforms/Auxiliary Cargo & Ammo Ships (T-AKE)						FY22

△ IOC/Milestone ▲ FOC

Initiative Descriptions

Army—Condition-Based Maintenance Plus (CBM+)

Condition-Based Maintenance (CBM) is a DoD-mandated equipment maintenance capability enabled by the use of system health indications to predict functional failure and take appropriate action. CBM+ consists of a set of rigorously defined maintenance tasks derived from Reliability-Centered Maintenance (RCM) analysis. The goal is to improve the availability of weapons systems throughout their life cycle and reduce cost/maintenance burden, leading to a reduced logistics footprint.

Marine Corps—Sense and Respond Logistics (S&RL)

Sense and Respond Logistics (S&RL) is an approach that yields adaptive, responsive demand and support networks that operate in alternate structures that recognize operational context and coordination. S&RL does not hedge uncertainty by mass or prediction, but instead hedges uncertainty through responsiveness, speed, and flexibility, which are enabled by the use of robust information technology and a highly flexible distribution system. S&RL builds upon the theory of Net-Centric Warfare and Joint Adaptive Expeditionary Warfare practice. It accommodates the critical elements of high rates of change, closely coupled events, speed of command, and self-synchronization. In simple terms, S&RL capabilities involve predicting what will be needed and responding quickly to both anticipated and unanticipated needs to maintain combat effectiveness. S&RL concept directed by ASN, RD&A as an Enabling Capability (EC) within ONR's FNC Seabasing Pillar and funded for FY08 S&T development as a 4-year effort are listed below:

- Currently monitoring vehicle fuel and mileage on Okinawa & Thailand via Iridium transmission and posting to the Web—8 MTVRs & 2 LVSRs.
- Development of S&RL ICD to provide overarching CONOPS linkages underway.
- Demonstrate IA usage in Marine Corps Warfighting Laboratory (MCWL) Limited Objective Exercise (LOE) supporting DO Logistics in FY09.
- Will directly influence a Sense & Respond Support System (SRSS) on the legacy Light Armored Vehicle (LAV) as endorsed by ADUSD (L&MR) in Mar 2008.

OSD: ADUSD(MPP)—Aligning Maintenance Operations Metrics with Warfighter Outcomes

In this initiative, OSD seeks to define the maintenance contribution to materiel readiness with the range and depth required to adequately Define the maintenance contribution to materiel readiness with the range and depth required to adequately describe success in tangible terms relating to availability, cycle time, cost, and reliability. Measure maintenance performance in terms that

- better relate to warfighter objectives,
- highlight gaps in performance-to-plan,
- allow benchmarking (within units, across units, and across weapon systems),
- address change over time, and
- address GAO and QDR findings to better measure impact of operations on warfighter outcomes.

Program Descriptions

Air Force—KC-X Tanker Replacement Program

The KC-X Tanker Replacement Program is an acquisition effort to replace the fleet of aging KC-135 Stratotankers, which have been in service for more than 50 years. The KC-X provides aerial refueling to United States military and coalition aircraft. The primary mission of the KC-X aircraft is the strategic tanker mission using a fuselage mounted "flying boom" and multi-point hose/drogue systems. As a strategic airlifter, the KC-X can deliver oversized military equipment into bare bases while providing performance comparable to modern commercial airliners.

Marine Corps—Automatic Identification Technology (AIT)

Automatic Identification Technology has been an integral part of logistics for many years, encompassing enablers such as barcodes, LOGMARS, magnetic stripes, Integrated Circuit Chips (ICC), Optical Memory Cards (OMC), Voice Recognition, Contact Memory Buttons, and RFID. Current AIT efforts involve identifying, analyzing, and adopting new, enhanced equipment and technologies to add to the "tool box" of technology available to Operating Forces and Program Managers. AIT will pass through a series of Full Operational Capability, or FOC, events over the next few years due to the range of technologies that are available and required to be implemented to meet the full spectrum of logistics identification requirements within the Marine Corps.

Navy—C-9 Replacement Program (C-40A)

This is a replacement program for the aging C-9/DC-9 aircraft. The current program of record is 17 aircraft. The C-40A provides time critical transportation capability for naval wartime and emergent operational requirements, and transportation support during peacetime.

Navy—Joint High Speed Intra-Theater Surface Lift (JHSV)

This program is an intra-theater logistics transport for supplies and personnel. It includes the ability to transport combat ready units rapidly without reliance on shore-based infrastructure and in austere environments.

Navy—KC-130J

This program replaces the aging USMC KC-130F/R/T's. The current program of record is 79 aircraft. The KC-130J provides aerial refueling, rapid ground refueling, tactical troop transport, aerial delivery of personnel and cargo, airborne radio relay, and tactical aero-medical evacuation. It is a high-wing, long-range, land-based monoplane powered by four turboprop engines each equipped with six blade variable pitch propellers. It is deployed worldwide, in all environments, in support of total force expeditionary operations.

Navy—Maritime Prepositioning Force (Future) (MPF [F]) Mobile Landing Platforms/Auxiliary Cargo & Ammo Ships (T-AKE)

The Maritime Prepositioning Force (Future) (MPF[F]) squadron will be a key capability of seabasing. It is a component of the overall global prepositioning posture, contributing to the national marine expeditionary strategy. MPF(F) provides a joint capability for the Joint Sea Base.

The next chapter examines deployment and distribution-related objectives and initiatives and programs that contribute to achieving deployment and distribution capabilities and capacity.

Chapter 6: Deployment and Distribution Objectives, Initiatives, and Programs

This chapter examines the scope of the Deployment and Distribution JCA, the *Roadmap* objectives most clearly linked to the Deployment and Distribution JCA, GDF guidance for deployment and distribution operations, and initiatives and programs that contribute to achieving *Roadmap* objectives and required deployment and distribution capabilities and capacity.

Definitions

The Deployment and Distribution JCA is scoped by the Tier 2 and subordinate Tier 3 definitions below.

Deployment and Distribution—The ability to plan, coordinate, synchronize, and execute force movement and sustainment tasks in support of military operations.[1] Deployment and distribution includes the ability to strategically and operationally move forces and sustainment to the point of need and operate the Joint Deployment and Distribution Enterprise (JDDE).

- **Move the Force**—The ability to transport units, equipment, and initial sustainment from the point of origin to the point of need and provide JDDE resources to augment or support operational movement requirements of the Joint Force Commander.
- **Sustain the Force**—The ability to deliver supplies, equipment, and personnel replacements to the joint force.
- **Operate the JDDE**—The ability to control, conduct and protect JDDE operations and accomplish necessary JDDE capability development activities to operate across the strategic, operational, and tactical continuum with integrated, robust, and responsive physical, information, communication, and financial networks.

[1] There is a significant operational piece of deployment for which USJFCOM is DoD's Joint Deployment Process Owner (JDPO). Since deployment is comprised of both operational and logistics aspects, USJFCOM, as DoD's JDPO, and USTRANSCOM, as the Distribution Process Owner, have endeavored to integrate the operational and logistics pieces of deployment into one seamless process.

Objectives

Of the twenty two *Roadmap* objectives identified in Chapter 2, these five are most clearly linked to the Deployment and Distribution JCA:

- Objective 1.4 Use commercial transportation resources to the maximum extent practicable, integrated with organic resources
- Objective 2.3 Visibility of in-transit, in-storage, and in-process units and materiel for optimized movement planning and execution
- Objective 3.8 Establish a seamless process between deployment and sustainment phases
- Objective 3.9 Position stock and warehouses to provide effective and efficient readiness
- Objective 3.10 Optimize transportation network.

GDF Guidance

As guidance concerning deployment and distribution operations, the GDF states that the DPO, Supply and Maintenance Capability Area Managers, DLA, and Services will

- align/synchronize (end-to-end) the Joint Deployment and Distribution Enterprise through investment in process improvements, visibility, and decision-support tools to integrate the global JDDE network to better support warfighter requirements, and
- develop high-payoff technologies that improve theater access through high-speed, austere access, inter/intra-theater airlift and sealift, and reduction of modal transfers to expedite movement of forces and sustainment to the user.

Initiatives and Programs

In the following pages, each Deployment and Distribution-associated objective has its own section that describes the initiatives and programs that support it.

Goal 1: Unity of Effort

Objective 1.4
Use commercial transportation resources to the maximum extent practicable, integrated with organic resources

Supporting Initiatives and Programs

Figure 6-1. Initiatives and Programs Supporting Objective 1.4

Initiative	FY08	FY09	FY10	FY11	FY12	FY13
OSD: ADUSD(SCI)						
Radio Frequency Identification						
OSD: ADUSD(TP)						
Civil Reserve Air Fleet Viability						
Commercial Airlift in Contingency Plans						
Container Management						
USJFCOM						
Adaptive Planning and Execution for Logistics						
USTRANSCOM						
Defense Transportation Coordination Initiative						
Programs	**FY08**	**FY09**	**FY10**	**FY11**	**FY12**	**FY13**
Air Force						
C-17						
Halvorsen Loader	TBD					
KC-135 GATM Upgrade Program	TBD					
Army						
Advanced Aviation Forward Area Refueling System						
Assault Hoseline System						
Distribution Systems, Petroleum and Water	TBD					
Fuel System Supply Point						
Marine Corps						
Global Combat Support System-MC				TBD		
USTRANSCOM						
Agile Transportation for the 21st Century						FY17
Joint Task Force - Port Opening Aerial Port of Debarkation and Seaport of Debarkation						

△ IOC/Milestone ▲ FOC

Initiative Descriptions

OSD: ADUSD(SCI)—Radio Frequency Identification (RFID)

RFID is a family of technologies, within the collective suite of Automatic Identification Technology (AIT) applications, that enable the automated capture and identification of materiel and associated events as that materiel moves throughout the DoD supply chain. Increased and appropriate application of RFID technology will improve process efficiencies in shipping, receiving, and inventory management as well as improve speed, reliability, and distribution efficiency measurements. Accomplishments continue to move the Department closer to end-to-end use of RFID tags to improve visibility of appropriate shipments.

OSD: ADUSD (TP)—Civil Reserve Air Fleet (CRAF) Viability

This initiative ensures that the Civil Reserve Air Fleet (CRAF) program remains viable and adapts to industry trends to support wartime airlift requirements. Section 356 of the 2008 National Defense Authorization Act (NDAA) directs that the SECDEF task an FFRDC to perform an independent assessment of the viability of the CRAF. The assessment will examine the option of minimum payments to CRAF partners ("assured business" model) in peacetime, as the volume of DoD business is expected to decrease significantly when the OIF/OEF OPTEMPO decreases.

OSD: ADUSD (TP)—Commercial Airlift in Contingency Plans

Historically, planners have based force flow and sustainment airlift plans on military aircraft. This initiative directs deliberate and adaptive planners to consider use of commercial airlift (vice planning solely on use of "grey tails") in contingency plans for inter-theater strategic lift as well as intra-theater requirements.

OSD: ADUSD (TP)—Container Management

This initiative directs development of policy for common-user transportation container management, maintenance standards, doctrinal use, and payment policies for leasing, detention, loss, and damage.

USJFCOM—Adaptive Planning and Execution (APEX) for Logistics

APEX is a DoD system of joint policies, processes, and procedures encased within a net-centric framework that allows for a common collaborative environment from the senior leadership through the operational planner/operator level in which contingency planning is created, revised, and executed within a range of viable options as rapidly as circumstances require.

APEX capabilities include the following:

- Clear strategic guidance and iterative dialogue
- Integrated interagency and coalition planning
- Integrated intelligence planning
- Embedded options
- Living plans
- Parallel planning in a net-centric and collaborative environment.

USTRANSCOM—Defense Transportation Coordination Initiative (DTCI)

Through this initiative, USTRANSCOM will partner with a world-class transportation services provider (Menlo Worldwide Government Services) to manage CONUS second destination freight distribution for DLA and selected Service shipping locations. Leverage winning coordinator's existing commercial freight volume with DoD's large freight volume utilizing the "best practices" from both to achieve efficiencies in distribution and associated cost savings.

Program Descriptions

Air Force—C-17

The C-17 Globemaster III is the newest, most flexible cargo aircraft to enter the airlift force. The C-17 is capable of rapid strategic delivery of troops and all types of cargo to main operating bases or directly to forward bases in the deployment areas. It can perform the entire spectrum of airlift missions and is specifically designed to operate effectively and efficiently in both strategic and theater environments. The load options include troops and outsized/oversized/palletized cargo. The aircraft can perform tactical airlift and airdrop missions and can also transport litters and ambulatory patients during aeromedical evacuations. The C-17 is designed to provide direct delivery of cargo loads to austere airfields, as close as possible to the user's specified final destination. Consequently, the C-17 can land with up to 160,000 lbs payload on austere runways as small as 3,000 feet by 900 feet. It reduces ground time during airland operations and uses standard airfields and delivery modes.

Air Force—Halvorsen Loader

The Halvorsen Loader can support all military transport and Civil Reserve Air Fleet aircraft. It is a lightweight vehicle that can be quickly reconfigured for shipment, driven into a variety of aircraft, and rapidly redeployed to demanding operating environments. The loader is capable of interfacing with main deck and lower lobe cargo doors of all commercial and military cargo aircraft. For air transport on C-130, C-5, and C-17 military aircraft, the loader can drive on and off without ramp or cargo bay shoring. The loader is used to move cargo from loading areas to the aircraft. It can traverse paved asphalt, dirt, and gravel surfaces covered by sand, rain, mud, sleet, or snow. The deck of the loader has a powered roller system and is compatible with military 463L pallets, type V platforms, LD containers, ISO containers, and rolling stock. The Halvorsen Loader can accommodate three 463L pallets and has a deck height service range from 39 to 220 inches.

Air Force—KC-135 GATM Upgrade Program

The KC-135 Stratotanker provides the core aerial refueling capability for the Air Force. It enhances the Air Force's capability to accomplish its primary missions of Global Reach and Global Power. It also provides aerial refueling support to Air Force, Navy, Marine Corps, and allied nation aircraft. The KC-135 is also capable of transporting litter and ambulatory patients using patient support pallets during aeromedical evacuations. Global Air Traffic Management (GATM) modification includes avionics upgrades, wiring interfaces, and associated preparation activities for added communications, navigation, and surveillance equipment needed for operation in oceanic airspace where reduced vertical separations are implemented.

Army—Advanced Aviation Forward Area Refueling System (AAFARS)

AAFARS provides rapid, simultaneous refueling to combat aircraft near the battlefield. It is a four-point refueling system that provides filtered fuel at the rate of 55 GPM to each of its four nozzles simultaneously. It can refuel four aircraft at one time, thus reducing refueling time and enhancing mission performance. AAFARS principal components are engine, pump, filter and control modules, along with hoses, nozzles, couplings, refueling pump, fuel blivets (500 gallon drums), fire-suppression equipment, fuel spill containment

berms, nozzles, and fuel test kit. AAFARS is transported inter-theater in three specialized shipping containers. AAFARS is part of the Family of Petroleum and Water Distribution Systems.

Army—Assault Hoseline System (AHS)

The Assault Hoseline System (AHS) is a mobile fuel distribution system. It has been enhanced with a rapid retrieval system to move fuel from a storage point to a distribution point or another storage point. It consists of 14,000 feet of 4 inch fuel hose, along with couplings, valves, and other related equipment. It has a "throughput" rate of 350 gallons per minute (GPM). The majority of these systems will be fielded to United States Army Reserve (USAR) units. The AHS is a transformational system that meets bulk fuel transfer requirements for the modular force. The AHS is part of the Family of Petroleum and Water Distribution Systems.

Army—Distribution Systems, Petroleum and Water

The Family of Petroleum and Water Distribution Systems supports the Army's mission to supply bulk fuel and water to all DoD forces in the various theaters of operation. These systems supports aircraft refueling, ground vehicles, and other Army equipment. The distribution systems are comprised of hoses, pumps, tanks, filter separators, fittings, couplings, and nozzles. The Family of Petroleum and Water Distribution Systems Consists of the Assault Hoseline System (AHS), Fuel System Supply Point (FSSP), Advanced Aviation Forward Area Refueling System (AAFARS), the Forward Area Water Point Supply System (FAWPSS), which is being replaced by the Hippo, Load Handling System (LHS) Compatible Water Tank Racks System (Hippo), Camel, and Versatile Tank and Pump Unit (VTPU).

Army—Fuel System Supply Point (FSSP)

The FSSP receives, stores, and issue fuel within a theater of operation. It consists of four storage capacities: 60K, 120K, 300K, and 800K gallon systems. This system is a bulk fuel receiving, issuing, and storing facility consisting of a 350 gallons per minute (GPM) pump, 350 GPM filter separator, and collapsible fabric storage tanks. The 800K FSSP will have 600 GPM pumps. The tanks vary in size from 20,000 gallons to 210,000 gallons. The FSSP

800K system is being developed to meet additional unit requirements and support the transformation of the Army to provide bulk fuel distribution and storage to the current force and the modular force.

Marine Corps—Global Combat Support System (GCSS)-MC

GCSS-MC is the primary technology enabler for the Marine Corps Logistics Modernization strategy. GCSS-MC is a deployable portfolio of systems that enables the improved processes documented by the Marine Corps Logistics Operation Architecture (LOG OA). The LOG OA provides a seamless, end-to-end process for Logistics Chain Management (LCM) based on latest best practices and the Supply Chain Operational Reference (SCOR) model. GCSS-MC will replace 30-year-old stove-piped systems with cutting-edge, integrated, web-based, deployable systems. It will provide the backbone for all logistics information required by the Marine Air Ground Task Force. Block 1 of GCSS-MC will begin to be fielded in 2009, which is critical to moving our logistics modernization efforts forward. However, there are future capabilities envisioned under Global Combat Support System Marine Corps, which will cover areas including distribution and transportation, health services, and engineering, well into the next decade.

USTRANSCOM—Agile Transportation for the 21st Century (AT21)

The AT21 Vision is to reengineer business processes with supporting information technology to improve transportation planning; improve forecast accuracy; and increase on-time delivery of forces to the JFC at a lower cost to the Services. AT21 will provide global visibility of movement requirements and organic assets, provide visibility of the current state of transportation within the DoD distribution enterprise, provide decision-ready solutions through optimization and scheduling, and enable a new capability to perform management by exception through the automation of manual business processes. AT21 will provide the supported Combatant Commanders with modal alternatives to meet such deployment requirements as required by delivery date in theater. Assignment to sealift of collaboratively selected, sealift-qualified movement requirements will automatically increase availability of scarce airlift assets for assignment to true mission critical requirements. AT21 is intended to improve the responsiveness of military planning and to assist senior military leadership in making more effective and efficient decisions for transportation while understanding the impact on end-to-end distribution issues.

USTRANSCOM—Joint Task Force–Port Opening (JTF-PO) Aerial Port of Debarkation (APOD) and Seaport of Debarkation (SPOD)

The Commander, United States Transportation Command (CDR USTRANSCOM), requires the capability to rapidly establish initial theater APODs or a SPOD to support deployment and distribution operations. The joint and expeditionary nature of this requirement demands a joint force structure, comprised of elements from multiple Services to support rapid port opening. The JTF-PO operational concept builds upon that premise, emphasizing the JTF-PO significance to expeditionary operations and its support to the CCDR/Joint Force Commander (JFC).

Goal 2: Visibility

Objective 2.3
Visibility of in-transit, in-storage, and in-process units and materiel for optimized movement planning and execution

Supporting Initiatives and Programs

Figure 6-2. Initiatives and Programs Supporting Objective 2.3

Initiatives	FY08	FY09	FY10	FY11	FY12	FY13
Air Force						
Air Force Fuels, Vehicles, and Equipment Support Agency						
Air Force Global Logistics Support Center						
Automatic Identification Technology						
Global Ammunition Control Point						
Army						
Common Logistics Operating Environment Army Integrated Logistics Architecture						
Single Army Logistics Enterprise	TBD					
DLA						
Base Realignment and Closure						
Base Realignment and Closure - Commodity Management						
Base Realignment and Closure - Depot Level Reparable Management Consolidation and Consumable Item Transfer						
Base Realignment and Closure - Supply, Storage and Distribution Management Reconfiguration						
Marine Corps						
Unique Identification	TBD					
OSD: ADUSD(MPP)						
Item Unique Identification - Serialized Item Management in Maintenance	TBD					
OSD: ADUSD(SCI)						
Item Unique Identification						
Radio Frequency Identification						
OSD: ADUSD(TP)						
Container Management						

Figure 6-2. Initiatives and Programs Supporting Objective 2.3

Initiatives	FY08	FY09	FY10	FY11	FY12	FY13
USTRANSCOM						
Automatic Identification Technology/Radio Frequency Identification						FY15
Director of Mobility Forces-Surface						
Integrated Data Environment/Global Transportation Network Convergence						
Joint Deployment Distribution Operations Center	TBD					
Theater Enterprise Deployment and Distribution - Joint Deployment and Distribution Enterprise Common Theater-Level Joint D2 Control Capability Template						
Programs	**FY08**	**FY09**	**FY10**	**FY11**	**FY12**	**FY13**
Air Force						
Cargo Movement Operating System	TBD					
Expeditionary Combat Support Systems						
Army						
Combat Service Support Automated Information Systems Interface						
Logistics Information Warehouse (incl. ILAP and LIDB)	TBD					
Movement Tracking System						
Property Book Unit Supply Enhanced						
Transportation Coordinators'-Automated Information for Movements System II						
Unit Level Logistics Systems - Aviation						
Marine Corps						
Global Combat Support System–MC						TBD
Navy						
Naval Tactical Command Support System						
USTRANSCOM						
Agile Transportation for the 21st Century						FY17
Joint Task Force - Port Opening Aerial Port of Debarkation and Seaport of Debarkation						

△ IOC/Milestone ▲ FOC

Initiative Descriptions

Air Force—Air Force Fuels, Vehicles, and Equipment Support Agency (AFFVESA)

AFFVESA represents the next evolution of centralized materiel management. It focuses on redesigning the AF supply chain planning and execution processes for class II, III, and VII (except for engines and pods) from the point of order through supplier to the point of operation to meet COCOM needs. It will establish a single process for materiel control whether at home or deployed. Capabilities will include centralized buys, fleet management, and global execution IAW the enterprise support plan.

Air Force—Air Force Global Logistics Support Center (AFGLSC)

The AFGLSC will be the AF SCM agency, which uses enterprise planning, strategy and global Command and Control (C2), to take advantage of total asset visibility and a common operating picture to support air and space operations across the full range of military operations. It will merge wholesale and retail logistics and integrate and oversee all logistics processes, technology, and resources.

Air Force—Automatic Identification Technology

The Automatic Identification Technology (AIT) initiative comprises a suite of technologies, including Serial Number Tracking (SNT), Item Unique Identification (IUID), and Radio Frequency Identification (RFID), that will improve the USAF Supply Chain In-Transit Visibility (ITV) and give USAF Total Asset Visibility (TAV).

Air Force—Global Ammunition Control Point (GACP)

GACP identifies and executes roles and responsibilities for conventional munitions forecasting, allocation, distribution, and life-cycle sustainment to support a centralized munitions management agency and a consolidated AF level capability. GACP aims to increase efficiency and effectiveness of conventional munitions processes that involve HAF, six lead commands, and four NAFs.

Army—Common Logistics Operating Environment (CLOE) Army Integrated Logistics Architecture (AILA)

The CLOE is the Headquarters, Department of the Army, G-4 initiative to synchronize logistics concepts, organizations, and the latest generation of technologies into a single operational and technical architecture for Current and Future Force structures. The goal is to give warfighters and logisticians at all levels total situational awareness within a common operating picture for all aspects of logistics, from factory to foxhole. Using tests, simulations, user assessments, and proofs of enablers demonstrations, CLOE has provided the data needed to design a robust logistics operating environment; demonstrate the capabilities required to implement the operating environment across the logistics domain; and identify the resources, schedule drivers, and integration needed for Army-wide implementation. CLOE enablers are a combination of new and existing technologies that are synchronized to provide health monitoring capabilities and real time reporting from the platform to logistics and command and control (C2) systems. Ultimately this provides the realistic data needed to design a robust logistics operating environment from the platform through tactical, strategic and operational echelons. AILA supports the CLOE by providing an Army/Joint methodology that defines the Focused Logistics Vision and synchronizes individual embedded diagnostic and prognostics efforts into a common architecture. It is the Army's designated and overarching logistics architecture of record and provides the means to move and translate data from multiple sources into meaningful information. AILA spans the tactical through strategic echelons and supports a Joint integrated environment; it also informs, guides, and supports decisions for the Single Army Logistics Enterprise (SALE) and assists the Army logistics community in achieving integration and interoperability in the Logistics and Warfighter

domains. AILA, which is compliant with the Department of Defense Architecture Framework (DODAF), focuses on current and future concepts, their associated concepts of operations and concepts of employment, Service concepts, Army doctrine, and transformation of the Total Force as articulated in the Army Campaign Plan.

Army—Single Army Logistics Enterprise (SALE)

The SALE initiative comprises three components that integrate strategic, operational, and tactical logistics functions into a fully integrated, end-to-end Army logistics enterprise solution:

- The Logistics Modernization Program (LMP) is the Army's national logistics system that will replace two legacy wholesale systems: the Standard Depot System (SDS) and the Commodity Command Standard System (CCSS).
- The Global Combat Support System-Army Field/Tactical (GCSS-Army (F/T) is the tactical logistics picture that will fold tactical logistics systems into one integrated environment at the combat service support levels and will interface them with the rest of the Army enterprise environment. GCSS-Army (F/T) is replacing a variety of legacy tactical-level logistics information systems, including the Standard Army Retail Supply System (SARSS), the Standard Army Maintenance System (SAMS), the Unit Level Logistics System (ULLS), and the Integrated Logistics Analysis Program (ILAP).
- Product Lifecyle Management Plus (PLM+) is the technical link between LMP and GCSS-Army. PLM+ serves as the single data repository and provides seamless linkage from the national to the tactical levels.

DLA—Base Realignment and Closure (BRAC)

The 2005 Base Realignment and Closure (BRAC) logistics-related decisions form a foundational element of business process reengineering for the Department. The DLA BRAC initiative consists of the following major subordinate initiatives:

- Commodity Management
- Depot Level Reparable (DLR) Management Consolidation and Consumable Item Transfer
- Supply, Storage, and Distribution Management Reconfiguration.

Each subordinate initiative is explained separately.

DLA—Base Realignment and Closure (BRAC)—Commodity Management

The BRAC Commodity Management decision establishes long-term contracts to privatize all supply, storage, and distribution functions for tires, packaged petroleum/oil and lubricant products (POL), and compressed gasses. Responsibility for all vendor supply contracting transferred from the Military Services to DLA; all other supply, storage, and distribution for these items will be supported by commercial industry.

DLA—Base Realignment and Closure (BRAC)—Depot Level Reparable Management Consolidation and Consumable Item Transfer

The Depot Level Reparable (DLR) Management Consolidation and Consumable Item Transfer (CIT) decision establishes DLA as the single, integrated depot-level reparable procurement management provider. The decision further consolidates much of the consumable item management under DLA.

DLA—Base Realignment and Closure (BRAC) - Supply, Storage and Distribution Management Reconfiguration

The Supply, Storage and Distribution (SS&D) Management Reconfiguration decision consolidates the Military Service and DLA SS&D functions and associated inventories where Military Service maintenance depots and DLA distribution depots are collocated.

Marine Corps—Unique Identification (UID)

The purpose of this initiative is to uniquely identify items with a Unique Item Identifier (UII) via machine-readable information (MRI) marking represented by a two-dimensional data matrix. This UII will globally distinguish an item from all other like and unlike items. The IUID origination data (birth record) for the item will be captured primarily via the Wide Area Work Flow (WAWF) application and stored in a DoD central repository known as the IUID Registry. With IUID and its associated scanning technology, an individual asset can be tracked through its entire life-cycle.

OSD: ADUSD(MPP)—Item Unique Identification (IUID)-Serialized Item Management (SIM) in Maintenance

IUID is a critical enabler of maintenance transformation that facilitates life history data recording at the item level. It automates data capture and up-line reporting, making SIM practical and affordable. IUID implementation needs to be aggressively managed within the DoD maintenance enterprise, as does planning for establishing robust SIM capability. IUID-enabled SIM maintenance processes are codified Service requirements (DoDI 4151.19). All legacy parts marking and associated data transactions will be accomplished by the DoD maintenance enterprise. Demonstrating IUID-enabled SIM builds the case for transformed, information-centric DoD maintenance operations.

OSD: ADUSD (SCI)—Item Unique Identification (IUID)

Item unique identification (IUID) provides for marking personal property items with a machine-readable Unique Item Identifier (UII), which is a set of globally unique data elements. The UII is used in functional automated information systems to value and track DoD items through their life cycle. A registry of items marked with UIIs provides accurate and accessible unique identification and pedigree information about these items. This information is used to ensure accurate acquisition, repair, and deployment of items is efficient and effective.

OSD: ADUSD (SCI)—Radio Frequency Identification (RFID)

RFID is a family of technologies, within the collective suite of Automatic Identification Technology (AIT) applications, that enable the automated capture and identification of materiel and associated events as that materiel moves throughout the DoD supply chain. Increased and appropriate application of RFID technology will improve process efficiencies in shipping, receiving, and inventory management as well as improve speed, reliability, and distribution efficiency measurements. Accomplishments continue to move the Department closer to end-to-end use of RFID tags to improve visibility of appropriate shipments.

OSD: ADUSD (TP)—Container Management

This initiative directs development of policy for common-user transportation container management, maintenance standards, doctrinal use, and payment policies for leasing, detention, loss, and damage.

USTRANSCOM—Automatic Identification Technology (AIT)/Radio Frequency Identification (RFID)

As the Distribution Process Owner (DPO), USTRANSCOM facilitates asset visibility requirements with OSD, the Services, DLA, and other governmental agencies to ensure harmony of effort.

USTRANSCOM—Director of Mobility Forces - Surface

DM4-S gives the Combatant Commander a joint capability to synchronize and coordinate joint surface theater distribution in accordance with operational priorities.

USTRANSCOM—Integrated Data Environment (IDE)/Global Transportation Network (GTN) Convergence (IGC)

IDE is a net-centric, Service oriented data capability that provides access to supply chain and transportation data across DLA and USTRANSCOM landscape. GTN is the existing system that warehouses and integrates information from multiple transportation, distribution, and supply systems, and provides the capability to track passengers and cargo moving through the Defense Transportation System (DTS). IDE/GTN Convergence (IGC) will retire the legacy components of GTN and expand the newer ones. It forms the foundational architecture required to improve visibility, decision making, timeliness, and process change across business systems.

USTRANSCOM—Joint Deployment Distribution Operations Center (JDDOC)

JDDOC will provide COCOMs with a joint theater logistics capability (supply, transportation, and distribution) for command and control of forces and materiel moving into and out of the theater. Two major elements, besides the structure, are determining the tasking authority and ensuring improved asset visibility to the COCOMs joint logistics entity.

USTRANSCOM—Theater Enterprise Deployment and Distribution (TED2) - Joint Deployment and Distribution Enterprise (JDDE) Common Theater-Level Joint D2 Control Capability Template

A DPO-led initiative (JROC tasking) to "develop a common capability template for theater joint D2 control, ensuring full integration with joint distribution ops" of the JDDE.

Program Descriptions

Air Force—Cargo Movement Operating System (CMOS)

CMOS is a combat support system that streamlines contingency and sustainment installation-level cargo and passenger movement processes. It is a key component supporting the Joint Deployment and Distribution Enterprise (JDDE) and has been designated by USTRANSCOM and OSD/NII to meet theater distribution management and traffic management requirements of the DoD. As a result, the system is being modernized, with a web-enabled version scheduled for release in Sep 08. CMOS is currently installed at over 230 sites. It supports Air Force and Marine Corps sites worldwide and selected Navy locations. Implementation at Army activities (garrison and Movement Control Teams) started in FY07.

Air Force—Expeditionary Combat Support Systems (ECSS)

ECSS is a commercial off-the-shelf technology that integrates the logistics data and processes into a unified system consisting of multiple software components for logistics financials, maintenance repair, and

overhaul—essentially the end-to-end supply chain. It will enable seamless flow of information across Air Force logistics enterprise. ECSS will redefine Air Force logistics business processes and information systems into a single integrated solution. The majority of Air Force retail, wholesale, and Air Logistics Center (ALC) systems and their related processes will be replaced with a single solution set of business processes, software applications, and data. ECSS will enable the transformation of Air Force Logistics Operations by guiding the redesign of business processes supported by selected, configured, and deployed information technology (IT) products. The ECSS is a multi-year program targeted to replace hundreds of legacy systems.

Army—Combat Service Support Automated Information Systems Interface (CAISI)

The Combat Service Support (CSS) Automated Information System Interface (CAISI) allows current and emerging battlefield CSS automation devices to electronically exchange information via tactical networks similar to a wireless local area network (LAN). CAISI also interfaces with other battlefield and sustaining base automated systems. CAISI provides unit commanders/logistics managers with an interface device to support combat service support doctrine for full spectrum operations. This capability supports non-contiguous concentration of users and the transfer of real time information in both fixed and mobile operating environments. When these CAISI-enabled local networks are connected to the World Wide Web via the Combat Service Support Very Small Aperture Terminal (CSS-VSAT) (a satellite dish) it results in real time data flow from unit to national level with near immediate feedback on requisitions and logistics data functions providing increased visibility and logistics and operational.

Army—Logistics Information Warehouse (incl. ILAP and LIDB)

The Logistics Information Warehouse (LIW) merges the logistics decision support capabilities of the Integrated Logistics Analysis Program (ILAP) and the Logistics Integrated Data Base (LIDB) and provides an Army single authoritative source of logistics information. It fuses capabilities of the premier logistics management systems into a common environment and facilitates a more accurate and timely display of relevant cross-functional information for analysis that will result in better management of equipment and materiel to increase unit combat power. It exploits business intelligence to facilitate customizing capabilities

into a harmonious data environment to provide critical information for logistics operations and simplifies transition of Army Master Data to PLM+. LIW optimizes management capabilities of current logistics managers at all echelons. It facilitates information flow from Unit Commanders to Theater, MACOM, and Component logistics managers.

Army—Movement Tracking System (MTS)

MTS is a satellite-based tracking/communications system consisting of mobile units, transceivers, control stations, GPS, common operating software, and MTS-unique software. MTS provides continuous CS/CSS asset visibility and situational awareness for the joint logistics corporate enterprise, enables expeditionary logistics, and is key in achieving the sense-and-respond capabilities required to support net-centric warfare operations. MTS assists CS/CSS unit commanders in planning and executing operations with the capability to identify and track positions, monitor progress, and communicate with tactical wheeled vehicles supporting CS/CSS operations, essentially anywhere in the world. MTS supports BFT by passing position location information into the logistics COP via BCS3.

Army—Property Book Unit Supply Enhanced (PBUSE)

PBUSE is the Army's inventory of property in both MTOE and TDA units across the Total Army. In addition to Property Book Accountability, PBUSE contributes to accountability and supply operations in every unit supply room in the Army as well as in logistics support offices such as battalion and brigade S4 shops.

Army—Transportation Coordinators'-Automated Information for Movements System II (TC-AIMS II)

The Transportation Information Systems (TIS) Product Office for Transportation Coordinators-Automated Information for Movement System II (TC-AIMS II) is a program that will reduce redundancy by consolidating management of the unit/installation-level transportation functions of Unit Movement and Load Planning. It provides critical capability to deploying units so they can build and sustain combat power. It also provides units with the critical capability by enabling sustainment operations that enable and improve combat readiness through improved operational readiness for combat systems. TC-AIMS II will interface with the Cargo Movement Operations System (CMOS), which will provide the sole DoD capability to automate Theater Distribution Center's (TDC) operations. CMOS is operating in the 21st Theater Support Command and automates the receipt, cross-docking, manifesting, and shipment of cargo arriving via all modes to all supported destinations. This automated TDC provides visibility and traceability of items being distributed to deployed forces and retrograded to National providers.

Army—Unit Level Logistics Systems–Aviation (ULLS-A)

ULLS-A(E) is a computer-based software system operated by flight company crew chiefs and field-level aviation maintenance personnel to track PMCS, on-hand Prescribed Load List (PLL) usage, and The Army Maintenance Management System-Aviation (TAMMS-A) functions. ULLS applications reside in the portfolio of the Army's automated logistics and integrated systems (ALIS). ULLS-A(E) offers a menu-driven, interactive capability that provides on-line inquiry responses and file updates, and can accommodate multiple units requirements on a single computer. ULLS-A is located with the aircraft at flight companies and at Aviation Unit Maintenance (AVUM) and Aviation Intermediate Maintenance (AVIM) units. ULLS-A is part of the Single Army Logistics Enterprise (SALE) architecture.

Marine Corps—Global Combat Support System (GCSS)-MC

GCSS-MC is the primary technology enabler for the Marine Corps Logistics Modernization strategy. GCSS-MC is a deployable portfolio of systems that enables the improved processes documented by the Marine

Corps Logistics Operation Architecture (LOG OA). The LOG OA provides a seamless, end-to-end process for Logistics Chain Management (LCM) based on latest best practices and the Supply Chain Operational Reference (SCOR) model. GCSS-MC will replace 30-year-old stove-piped systems with cutting-edge, integrated, web-based, deployable systems. It will provide the backbone for all logistics information required by the Marine Air Ground Task Force. Block 1 of GCSS-MC will begin to be fielded in 2009, which is critical to moving our logistics modernization efforts forward. However, there are future capabilities envisioned under Global Combat Support System Marine Corps, which will cover areas including distribution and transportation, health services, and engineering, well into the next decade.

Navy—Naval Tactical Command Support System (NTCSS)

NTCSS is a tactical command support information system for maintenance management of ships, submarines, aviation squadrons, and intermediate maintenance activities (afloat and ashore); it also provides supply control, requirements processing, parts ordering and tracking, inventory management and financial management. NTCSS is a multi-application program that provides standard information resource management to various afloat and associated shore-based Fleet activities. It incorporates the functionality of SNAP, NALCOMIS, and MRMS.

USTRANSCOM—Agile Transportation for the 21st Century (AT21)

The AT21 Vision is to reengineer business processes with supporting information technology to improve transportation planning; improve forecast accuracy; and increase on-time delivery of forces to the JFC at a lower cost to the Services. AT21 will provide global visibility of movement requirements and organic assets, provide visibility of the current state of transportation within the DoD distribution enterprise, provide decision-ready solutions through optimization and scheduling, and enable a new capability to perform management by exception through the automation of manual business processes. AT21 will provide the supported Combatant Commanders with modal alternatives to meet such deployment requirements as required by delivery date in theater. Assignment to sealift of collaboratively selected, sealift-qualified movement requirements will automatically increase availability of scarce airlift assets for assignment to true mission critical requirements. AT21 is intended to improve the responsiveness of military planning and to assist senior military leadership in making more effective and efficient decisions for transportation while understanding the impact on end-to-end distribution issues.

USTRANSCOM—Joint Task Force - Port Opening (JTF-PO) Aerial Port of Debarkation (APOD) and Seaport of Debarkation (SPOD)

The Commander, United States Transportation Command, requires a capability designed specifically to rapidly establish initial theater APODs or a SPOD to support deployment and distribution operations. The joint and expeditionary nature of this requirement demands a joint force structure, comprised of elements from multiple Services to support rapid port opening. The JTF-PO operational concept builds upon that premise, emphasizing the JTF-PO significance to expeditionary operations and its support to the CCDR/Joint Force Commander (JFC).

Goal 3: Rapid and Precise Response

Objective 3.8
Establish a seamless process between deployment and sustainment phases

Supporting Initiatives and Programs

Figure 6-3. Initiatives and Programs Supporting Objective 3.8

Initiatives	FY08	FY09	FY10	FY11	FY12	FY13
Air Force						
Air Force Fuels, Vehicles, and Equipment Support Agency						
Air Force Global Logistics Support Center						
Automatic Identification Technology						
Global Ammunition Control Point						
Army						
Integrated Logistics Aerial Resupply						
Single Army Logistics Enterprise	TBD					
Unique Identification and Serialized Item Management						
DLA						
Joint Regional Inventory Materiel Management	TBD					
Marine Corps						
Unique Identification	TBD					
Navy						
Fleet Modernization Planning (a.k.a. SHIPMAIN)	TBD					
Ordnance 2D Barcodes	TBD					
OSD: ADUSD(MPP)						
Item Unique Identification (IUID) - Serialized Item Management (SIM) in Maintenance	TBD					
OSD: ADUSD(SCI)						
Item Unique Identification (IUID)						
Radio Frequency Identification						
USJFCOM						
Adaptive Planning and Execution for Logistics						
Single Load Planning Capability						
MNC and IA Deployment Planning & Movement Execution Process Improvements	TBD					

Figure 6-3. Initiatives and Programs Supporting Objective 3.8

Initiatives	FY08	FY09	FY10	FY11	FY12	FY13
USTRANSCOM						
Automatic Identification Technology/Radio Frequency Identification						FY15
Director of Mobility Forces-Surface						
Integrated Data Environment/Global Transportation Network Convergence						
Joint Deployment Distribution Operations Center	TBD					
Theater Enterprise Deployment and Distribution - Joint Deployment and Distribution Enterprise Common Theater-Level Joint D2 Control Capability Template						
Programs	**FY08**	**FY09**	**FY10**	**FY11**	**FY12**	**FY13**
Air Force						
Expeditionary Combat Support Systems						
Army						
Automatic Identification Technology-Radio Frequency In-Transit Visibility	TBD					
Marine Corps						
Automatic Identification Technology	N/A					
Autonomic Logistics						FY15
Navy						
Distance Support						
Lewis and Clark Class (T-AKE) Dry Cargo/Ammunition Ship						
Maritime Prepositioning Force (Future) Mobile Landing Platforms/Auxiliary Cargo & Ammo Ships (T-AKE)	FY22					
Naval Tactical Command Support System						
Navy Enterprise Resource Planning						
USTRANSCOM						
Agile Transportation for the 21st Century						FY17
Joint Task Force–Port Opening Aerial Port of Debarkation and Seaport of Debarkation						

△ IOC/Milestone ▲ FOC

Initiative Descriptions

Air Force—Air Force Fuels, Vehicles, and Equipment Support Agency (AFFVESA)

AFFVESA represents the next evolution of centralized materiel management. It focuses on redesigning the AF supply chain planning and execution processes for class II, III, and VII (except for engines and pods) from the point of order through supplier to the point of operation to meet COCOM needs. It will establish a single process for materiel control whether at home or deployed. Capabilities will include centralized buys, fleet management, and global execution IAW the enterprise support plan.

Air Force—Air Force Global Logistics Support Center (AFGLSC)

The AFGLSC will be the AF SCM agency, which uses enterprise planning, strategy and global Command and Control (C2), to take advantage of total asset visibility and a common operating picture to support air and space operations across the full range of military operations. It will merge wholesale and retail logistics and integrate and oversee all logistics processes, technology, and resources.

Air Force—Automatic Identification Technology (AIT)

The Automatic Identification Technology (AIT) initiative comprises a suite of technologies, including Serial Number Tracking (SNT), Item Unique Identification (IUID), and Radio Frequency Identification (RFID), that will improve the USAF Supply Chain In-Transit Visibility (ITV) and give USAF Total Asset Visibility (TAV).

Air Force—Global Ammunition Control Point (GACP)

GACP identifies and executes roles and responsibilities for conventional munitions forecasting, allocation, distribution, and life-cycle sustainment to support a centralized munitions management agency and a consolidated AF level capability. GACP aims to increase efficiency and effectiveness of conventional munitions processes that involve HAF, six lead commands, and four NAFs.

Army—Integrated Logistics Aerial Resupply (ILAR)

The ILAR initiative includes airland, airdrop and slingload operations and is a holistic approach to aerial resupply involving a suite of interrelated capabilities and enablers. It is a key component of theater distribution that provides the required supplies at the right place, at the right time, in the right amount, and in the right configuration. The ILAR suite of capabilities includes: aerial resupply using fixed, rotary, and unmanned aircraft; a growing array of innovative delivery systems, such as the Joint Precision Airdrop System (JPADS), Enhanced Container Delivery System (ECDS), Low-Cost Low-Altitude Aerial Resupply System (LCLA), and the Freedrop Packaging Concept Project (FPCP); innovative distribution concepts like Configured Loads; advanced packaging and containerization technologies compatible with the DoD supply chain; and technology integration such as Automatic Identification, which facilitate and enhance logistics responsiveness and support to the Combatant Commander. JPADS and ECDS are both programs of record included in ILAR:

- JPADS represents the U.S. Army's next generation of cargo aerial delivery. The system provides autonomous guidance of loads dropped from 25K feet mean sea level (MSL) at increments of 2000, 10,000, and eventually 30,000 pounds. JPADS will allow precise delivery of critical supplies to the Warfighter on the ground while allowing aircraft delivering payloads to fly at significantly safer altitudes. Both the 2K and 10K are included in the Army FY09 budget submission.

- ECDS is an air cargo container compatible with JPADS and legacy air drop systems. ECDS will provide the capability to air deliver multiple supply containers (weighing from 501 pounds up to 2,200 pounds) accurately from aircraft flying at low, medium, and high altitudes. Delivery altitudes are determined by the threat that delivery aircraft must counter. The ECDS is capable of 10,000 pounds per system and is not restricted to airdrop from 1,100 feet above ground level, as are current Container Delivery Systems (CDS). ECDS will use a 463L compatible pallet that is forkliftable and slingloadable.

Army—Single Army Logistics Enterprise (SALE)

The SALE initiative comprises three components that integrate strategic, operational, and tactical logistics functions into a fully integrated, end-to-end Army logistics enterprise solution:

- The Logistics Modernization Program (LMP) is the Army's national logistics system that will replace two legacy wholesale systems: the Standard Depot System (SDS) and the Commodity Command Standard System (CCSS).
- The Global Combat Support System-Army Field/Tactical (GCSS-Army (F/T) is the tactical logistics picture that will fold tactical logistics systems into one integrated environment at the combat service support levels and will interface them with the rest of the Army enterprise environment. GCSS-Army (F/T) is replacing a variety of legacy tactical-level logistics information systems, including the Standard Army Retail Supply System (SARSS), the Standard Army Maintenance System (SAMS), the Unit Level Logistics System (ULLS), and the Integrated Logistics Analysis Program (ILAP).
- Product Lifecyle Management Plus (PLM+) is the technical link between LMP and GCSS-Army. PLM+ serves as the single data repository and provides seamless linkage from the national to the tactical levels.

Army—Unique Identification and Serialized Item Management

Item unique Identification (IUID) is a mandatory DoD program that places machine readable identification mark on the Department's tangible qualifying assets, and establishes the data management protocols needed to automatically recover stored information about the item from both static and dynamic data bases. UID policy complements existing DoD policy on serialized item management (SIM). SIM associates an item's assigned identification number with dynamically updated attributes of the item to produce a life history record of the item. Enabled by UID, decision makers will be able to access this life history or "pedigree" information to achieve a level of situational awareness about item location, usage, performance, reliability, and ownership cost not previously possible. Every qualifying item is marked with a permanent Unique Item Identifier (UII). UIIs are stored in comprehensive IUID Registry maintained by the Defense Logistics Information Service (DLIS).

DLA—Joint Regional Inventory Materiel Management (JRIMM)

JRIMM is designed to improve warfighter support by establishing a single warehousing/distribution hub in each region; minimizing all other storage sites within a region; eliminating duplicate inventories; maximizing utilization of the DLA Strategic Distribution Platforms (SDP); reducing materiel handling touches; and consolidating regional transportation management.

Marine Corps—Unique Identification (UID)

The purpose of this initiative is to uniquely identify items with a Unique Item Identifier (UII) via machine-readable information (MRI) marking represented by a two-dimensional data matrix. This UII will globally distinguish an item from all other like and unlike items. The IUID origination data (birth record) for the item will be captured primarily via the Wide Area Work Flow (WAWF) application and stored in a DoD central

repository known as the IUID Registry. With IUID and its associated scanning technology, an individual asset can be tracked through its entire life-cycle.

Navy—Fleet Modernization Planning (FMP) (a.k.a. SHIPMAIN)

FMP is a Navy-wide initiative to create a surface ship maintenance and modernization program that will support the vision of "Sea Power 21" and its "Culture of Readiness" (COR). It includes fleet requirements, resourcing, work package preparations, contract award, and scheduling of work against the Fleet operating schedule.

Navy—Ordnance 2D Barcodes (2DBC)

Due to Hazards of Electronic Radiation to Ordnance (HERO) restrictions RFID is currently not a viable AIT solution for ordnance tracking. The 2DBC system satisfies most of the AIT requirements for tracking ordnance warehousing and shipping ordnance items.

OSD: ADUSD(MPP)—Item Unique Identification (IUID)-Serialized Item Management (SIM) in Maintenance

IUID is a critical enabler of maintenance transformation that facilitates life history data recording at the item level. It automates data capture and up-line reporting, making SIM practical and affordable. IUID implementation needs to be aggressively managed within the DoD maintenance enterprise, as does planning for establishing robust SIM capability. IUID-enabled SIM maintenance processes are codified Service requirements (DoDI 4151.19). All legacy parts marking and associated data transactions will be accomplished by the DoD maintenance enterprise. Demonstrating IUID-enabled SIM builds the case for transformed, information-centric DoD maintenance operations.

OSD: ADUSD (SCI)—Item Unique Identification (IUID)

Item unique identification (IUID) provides for marking personal property items with a machine-readable Unique Item Identifier (UII), which is a set of globally unique data elements. The UII is used in functional automated information systems to value and track DoD items through their life cycle. A registry of items marked with UIIs provides accurate and accessible unique identification and pedigree information about these items. This information is used to ensure accurate acquisition, repair, and deployment of items is efficient and effective.

OSD: ADUSD (SCI)—Radio Frequency Identification (RFID)

RFID is a family of technologies, within the collective suite of Automatic Identification Technology (AIT) applications, that enable the automated capture and identification of materiel and associated events as that materiel moves throughout the DoD supply chain. Increased and appropriate application of RFID technology will improve process efficiencies in shipping, receiving, and inventory management as well as improve speed, reliability, and distribution efficiency measurements. Accomplishments continue to move the Department closer to end-to-end use of RFID tags to improve visibility of appropriate shipments.

USJFCOM—Adaptive Planning and Execution (APEX) for Logistics

APEX is a DoD system of joint policies, processes, and procedures encased within a net-centric framework that allows for a common collaborative environment from the senior leadership through the operational planner/operator level in which contingency planning is created, revised, and executed within a range of viable options as rapidly as circumstances require.

APEX capabilities include the following:

- Clear strategic guidance and iterative dialogue
- Integrated interagency and coalition planning
- Integrated intelligence planning
- Embedded options
- Living plans
- Parallel planning in a net-centric and collaborative environment.

USJFCOM—Multinational Coalition (MNC) and Interagency (IA) Deployment Planning & Movement Execution Process Improvements

USJFCOM , working closely with multiple DoD departments and coalition partners, is engaged in resolving critical interoperability, standardization, and governance actions using venues such as:

- NATO/Allied Command Transformation Operational Logistics Chain Model
- JFCOM Joint Command and Control/Net-Enabled Command Capability, DISA Net-Centric Enterprise Services, Multinational Information Sharing, and Combined Enterprise Regional Information Exchange System
- Acquisition and Cross Servicing Agreements Management and Oversight
- NATO Asset Tracking Working Group
- Multinational Interoperability Committee and Logistics Multinational Interoperability Working Group
- Logistics Information Management Group
- Logistics Staff Meeting
- Senior NATO Logistics Conference and Senior Logistics Steering Board.

In addition, USJFCOM has teamed with eight nations to include NATO in a two-year experiment (FY08/09) to develop and test a Multinational Logistics Concept of Operations that describes an organizational structure, processes and accessible tools to efficiently and effectively share logistical resources in support of a multinational comprehensive approach.

USJFCOM—Single Load Planning Capability (SLPC)

SLPC targets load-planning for mobile/secondary loads, containerization, rail, air, and sea, as well as load out planning for rail heads and marshalling/staging locations at port activities. The deployment planning and execution community continues to lag in effectively performing load-planning activities with existing automated applications. In addition, there is an enduring effort to maximize current deployment load-planning capability by providing an enterprise single source solution for all load planning activities. This capability will provide coherent input and output IAW the JDDE efforts that seek to resolve DoD's lack of an integrated, networked, end-to-end deployment, and distribution capability.

SLPC capabilities include the following:

- Use a single system to enter all load planning information and develop load plans for the sourcing organization
- Maintain and operate a single system (vice multiple systems that perform the same basic functions) and simplify training for those sourcing organizations that must use this capability
- Single sign on capability
- Provide dynamic data capability to access and drill down on detailed information
- Ensure data quality and consistency of information contained in the load planning system
- Information sharing with all applicable systems that use or support load planning, specifically for unit movements conducted via time-phased force and deployment data.

USTRANSCOM—Automatic Identification Technology (AIT)/Radio Frequency Identification (RFID)

As the Distribution Process Owner (DPO), USTRANSCOM facilitates asset visibility requirements with OSD, the Services, DLA, and other governmental agencies to ensure harmony of effort.

USTRANSCOM—Director of Mobility Forces - Surface

DM4-S gives the Combatant Commander a joint capability to synchronize and coordinate joint surface theater distribution in accordance with operational priorities.

USTRANSCOM—Integrated Data Environment (IDE)/Global Transportation Network (GTN) Convergence (IGC)

IDE is a net-centric, Service oriented data capability that provides access to supply chain and transportation data across DLA and USTRANSCOM landscape. GTN is the existing system that warehouses and integrates information from multiple transportation, distribution, and supply systems, and provides the capability to track passengers and cargo moving through the Defense Transportation System (DTS). IDE/GTN Convergence (IGC) will retire the legacy components of GTN and expand the newer ones. It forms the foundational architecture required to improve visibility, decision making, timeliness, and process change across business systems.

USTRANSCOM—Joint Deployment Distribution Operations Center (JDDOC)

JDDOC will provide COCOMs with a joint theater logistics capability (supply, transportation, and distribution) for command and control of forces and materiel moving into and out of the theater. Two major elements, besides the structure, are determining the tasking authority and ensuring improved asset visibility to the COCOMs joint logistics entity.

USTRANSCOM—Theater Enterprise Deployment and Distribution (TED2)–Joint Deployment and Distribution Enterprise (JDDE) Common Theater-Level Joint D2 Control Capability Template

A DPO-led initiative (JROC tasking) to "develop a common capability template for theater joint D2 control, ensuring full integration with joint distribution ops" of the JDDE.

Program Descriptions

Air Force—Expeditionary Combat Support Systems (ECSS)

ECSS is a commercial off-the-shelf technology that integrates the logistics data and processes into a unified system consisting of multiple software components for logistics financials, maintenance repair, and overhaul—essentially the end-to-end supply chain. It will enable seamless flow of information across Air Force logistics enterprise. ECSS will redefine Air Force logistics business processes and information systems into a single integrated solution. The majority of Air Force retail, wholesale, and Air Logistics Center (ALC) systems and their related processes will be replaced with a single solution set of business processes, software applications, and data. ECSS will enable the transformation of Air Force Logistics Operations by guiding the redesign of business processes supported by selected, configured, and deployed information technology (IT) products. The ECSS is a multi-year program targeted to replace hundreds of legacy systems.

Army—Automatic Identification Technology (AIT)-Radio Frequency In-Transit Visibility (RF-ITV)

AIT comprises a suite of tools and devices (barcodes, contact buttons, RFID tags, fixed and mobile scanners, imagers, and readers) that collect, aggregate, and transport data to enable accurate, timely visibility of assets in motion and at rest and to enable hands-free transaction processing to automation information systems. A major deployed AIT capability is the Radio Frequency In-Transit Visibility (RF-ITV). RF-ITV is a system of strategically positioned infrastructure providing automated near and real-time in-transit visibility of equipment and supplies by integrating radio frequency identification and satellite global positioning systems devices (MTS, VISTAR). RF-ITV shares location information to 35 Army (BCS3, SAAS-MOD, SARSS) and DoD logistics systems (GTN, AV, IGE, WPS, GATES) to provide logisticians with decision-making information to support the warfighter. RF-ITV also integrates logistics visibility across the joint-coalition spectrum by providing support to the UK, AUS, Canada, and NATO militaries. Integration of other AIT capabilities enable RF-ITV to provide security and environmental condition monitoring of sensitive and perishable shipments in transit and in storage. The use of AIT devices supports the business mission areas of depot maintenance, overhaul, and repair as part of RESET, flight line maintenance and flight safety critical part pedigree management, and item unique identification (IUID) for property accounting. Designed to provide hands-free, accurate, and timely data collection and reporting, AIT-enabled logistics operations facilitate transformation of processes to support the Single Army Logistics Enterprise (SALE), Enterprise Resource Planning (ERP).

Marine Corps—Automatic Identification Technology (AIT)

Automatic Identification Technology has been an integral part of logistics for many years, encompassing enablers such as barcodes, LOGMARS, magnetic stripes, Integrated Circuit Chips (ICC), Optical Memory Cards (OMC), Voice Recognition, Contact Memory Buttons, and RFID. Current AIT efforts involve identifying, analyzing, and adopting new, enhanced equipment and technologies to add to the "tool box" of technology available to Operating Forces and Program Managers. AIT will pass through a series of Full Operational Capability, or FOC, events over the next few years due to the range of technologies that are available and required to be implemented to meet the full spectrum of logistics identification requirements within the Marine Corps.

Marine Corps—Autonomic Logistics (AL)

AL is the Marine Corps concept for overcoming deficiencies in collecting and processing mission critical data associated with ground tactical equipment in austere environments. Current and future warfighting concepts require real-time visibility of ammunition and fuel consumption, operational status of platforms (weapons,

vehicles, support systems, etc.) and distribution events. AL is intended to "capture, transmit, and hang" data. It forms the foundation of "sense" in the Marine Corps' Sense & Respond Logistics (S&RL) Capability. AL is early in its development, on a cycle that will take several years. Its Initial Operational Capability will roughly correspond to the fielding of weapons systems that incorporate AL sensors. This will include current efforts to retrofit the Amphibious Assault Vehicle (AAV), the Light Armored Vehicle (LAV), and the Medium Tactical Vehicle Replacement (MTVR). Additionally, several new weapons systems are being designed with AL in mind, such as the Joint Light Tactical Vehicle (JLTV) and the Marine Personnel Carrier (MPC).

Navy—Distance Support

Distance Support (DS)is a Navy Enterprise effort that combines people, processes and technology into a collaborative infrastructure without regard to geographic location. DS is comprised of the following areas: technology infrastructure, "Content," and Customer Relationship Management (CRM).

- Technology infrastructure provides the "transport" of DS applications and data to and from operating units and shore installations in support of various processes. It also includes the data replication and shipboard IT servers that bring the DS functionality to the Sailor.
- "Content" includes those specific applications, systems and processes produced by various Navy Communities of Interests, e.g., Logistics, Maintenance, Medical and Sea Warrior.
- CRM capabilities include the Global Distance Support Center, which is the hub of DS, providing the single point of entry for support requests for fleet customers on a 24-hours per day, seven day per week, 365-days per year basis (24/7/365).

Navy—Lewis and Clark Class (T-AKE) Dry Cargo/Ammunition Ship

The Lewis and Clark Class (T-AKE) Dry Cargo/Ammunition Ship provides logistic lift capability as a shuttle ship from sources of supply for transfer at sea to station ships and other naval warfare forces. It can transport ammunition, food, repair parts, expendable supplies and material, and limited quantities of fuel. It also operates in concert with a T-AO 187 Class Ship (Fleet Oiler) as a substitute station ship to provide direct logistics support to the ships within a battle group.

Navy—Maritime Prepositioning Force (Future) (MPF [F]) Mobile Landing Platforms/Auxiliary Cargo & Ammo Ships (T-AKE)

The Maritime Prepositioning Force (Future) (MPF[F]) squadron will be a key capability of seabasing. It is a component of the overall global prepositioning posture, contributing to the national marine expeditionary strategy. MPF(F) provides a joint capability for the Joint Sea Base.

Navy—Naval Tactical Command Support System (NTCSS)

NTCSS is a tactical command support information system for maintenance management of ships, submarines, aviation squadrons, and intermediate maintenance activities (afloat and ashore); it also provides supply control, requirements processing, parts ordering and tracking, inventory management and financial management. NTCSS is a multi-application program that provides standard information resource management to various afloat and associated shore-based Fleet activities. It incorporates the functionality of SNAP, NALCOMIS, and MRMS.

Navy—Navy Enterprise Resource Planning (ERP)

The Navy Enterprise Resource Planning (ERP) Program is an integrated business management system that modernizes and standardizes how the Navy manages its people, money, programs, equipment, supplies, and

maintenance. It provides unprecedented management visibility across the enterprise and increases effectiveness and efficiency. The mission of the Navy ERP Program is to standardize Navy business processes for key acquisition, financial, and logistics operations. The ERP Program is organized into three releases:

- Release 1. Financial and Acquisition functionality
- Release 1.1 Wholesale and Retail Supply functionality
- Release 1.2 I-Level Maintenance functionality.

Navy ERP is intended to be the Navy Enterprise business backbone, providing a single supply chain solution as well as enterprise financial transparency.

USTRANSCOM—Agile Transportation for the 21st Century (AT21)

The AT21 Vision is to reengineer business processes with supporting information technology to improve transportation planning; improve forecast accuracy; and increase on-time delivery of forces to the JFC at a lower cost to the Services. AT21 will provide global visibility of movement requirements and organic assets, provide visibility of the current state of transportation within the DoD distribution enterprise, provide decision-ready solutions through optimization and scheduling, and enable a new capability to perform management by exception through the automation of manual business processes. AT21 will provide the supported Combatant Commanders with modal alternatives to meet such deployment requirements as required by delivery date in theater. Assignment to sealift of collaboratively selected, sealift-qualified movement requirements will automatically increase availability of scarce airlift assets for assignment to true mission critical requirements. AT21 is intended to improve the responsiveness of military planning and to assist senior military leadership in making more effective and efficient decisions for transportation while understanding the impact on end-to-end distribution issues.

USTRANSCOM—Joint Task Force–Port Opening (JTF-PO) Aerial Port of Debarkation (APOD) and Seaport of Debarkation (SPOD)

The Commander, United States Transportation Command, requires a capability designed specifically to rapidly establish initial theater APODs or a SPOD to support deployment and distribution operations. The joint and expeditionary nature of this requirement demands a joint force structure, comprised of elements from multiple Services to support rapid port opening. The JTF-PO operational concept builds upon that premise, emphasizing the JTF-PO significance to expeditionary operations and its support to the CCDR/Joint Force Commander (JFC).

Goal 3: Rapid and Precise Response

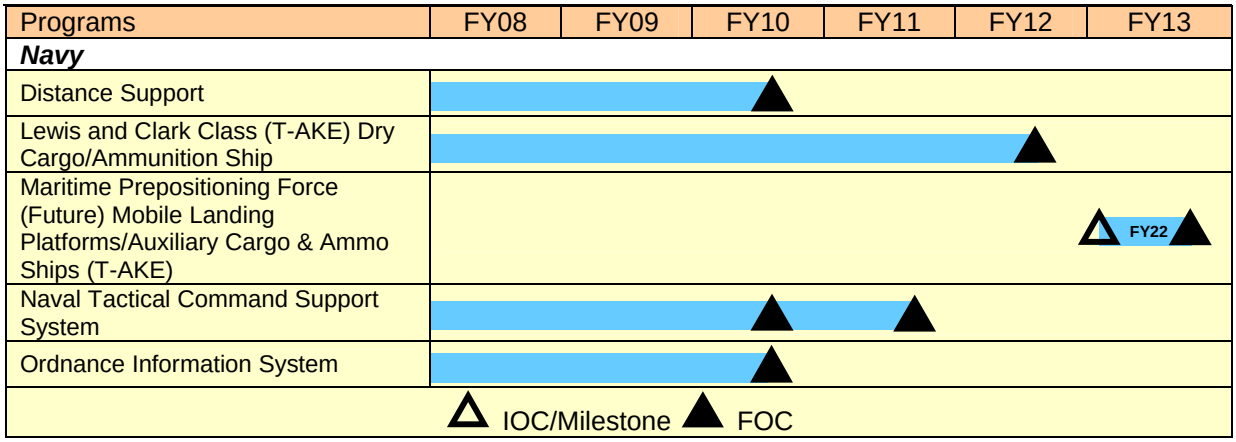
Objective 3.9
Position stock and warehouses to provide effective and efficient readiness

Supporting Initiatives and Programs

Figure 6-4. Initiatives and Programs Supporting Objective 3.9

Initiatives	FY08	FY09	FY10	FY11	FY12	FY13
Air Force						
Air Force Global Logistics Support Center						
Global Ammunition Control Point						
Army						
Army Prepositioned Stocks & Army Fleet Support						FY15
Single Army Logistics Enterprise	TBD					
DLA						
Joint Regional Inventory Materiel Management	TBD					
Navy						
Automatic Identification Technology	TBD					
OSD: ADUSD(SCI)						
Radio Frequency Identification						
USJFCOM						
Adaptive Planning and Execution for Logistics						
USTRANSCOM						
Automatic Identification Technology/Radio Frequency Identification						FY15
Theater Enterprise Deployment and Distribution–Joint Deployment and Distribution Enterprise Common Theater-Level Joint D2 Control Capability Template						
Programs	**FY08**	**FY09**	**FY10**	**FY11**	**FY12**	**FY13**
Army						
Standard Army Ammunition System–Modernization	TBD					
Standard Army Retail Supply System	TBD					
Unit Level Logistics Systems–Aviation						

Figure 6-4. Initiatives and Programs Supporting Objective 3.9



Initiative Descriptions

Air Force—Air Force Global Logistics Support Center (AFGLSC)

The AFGLSC will be the AF SCM agency, which uses enterprise planning, strategy and global Command and Control (C2), to take advantage of total asset visibility and a common operating picture to support air and space operations across the full range of military operations. It will merge wholesale and retail logistics and integrate and oversee all logistics processes, technology, and resources.

Air Force—Global Ammunition Control Point (GACP)

GACP identifies and executes roles and responsibilities for conventional munitions forecasting, allocation, distribution, and life-cycle sustainment to support a centralized munitions management agency and a consolidated AF level capability. GACP aims to increase efficiency and effectiveness of conventional munitions processes that involve HAF, six lead commands, and four NAFs.

Army—Army Prepositioned Stocks (APS) & Army Fleet Support (AFS)

These initiatives give the Army the ability to maintain stockpiles of ready and relevant unit sets of combat and support equipment, operational projects (supplies and equipment for special requirements, e.g., Special Operations Forces support and base camps) and initial sustainment stocks strategically positioned worldwide in accordance with APS Strategy 2015 in order for Combatant Commanders to successfully conduct ground combat operations across the full range of operations.

Army—Single Army Logistics Enterprise (SALE)

The SALE initiative comprises three components that integrate strategic, operational, and tactical logistics functions into a fully integrated, end-to-end Army logistics enterprise solution:

- The Logistics Modernization Program (LMP) is the Army's national logistics system that will replace two legacy wholesale systems: the Standard Depot System (SDS) and the Commodity Command Standard System (CCSS).
- The Global Combat Support System-Army Field/Tactical (GCSS-Army (F/T) is the tactical logistics picture that will fold tactical logistics systems into one integrated environment at the combat service support levels and will interface them with the rest of the Army enterprise environment. GCSS-Army

(F/T) is replacing a variety of legacy tactical-level logistics information systems, including the Standard Army Retail Supply System (SARSS), the Standard Army Maintenance System (SAMS), the Unit Level Logistics System (ULLS), and the Integrated Logistics Analysis Program (ILAP).

- Product Lifecyle Management Plus (PLM+) is the technical link between LMP and GCSS-Army. PLM+ serves as the single data repository and provides seamless linkage from the national to the tactical levels.

DLA—Joint Regional Inventory Materiel Management (JRIMM)

JRIMM is designed to improve warfighter support by establishing a single warehousing/distribution hub in each region; minimizing all other storage sites within a region; eliminating duplicate inventories; maximizing utilization of the DLA Strategic Distribution Platforms (SDP); reducing materiel handling touches; and consolidating regional transportation management.

Navy—Automatic Identification Technology (AIT)

AIT is a family of technologies to automate the identification of items, such as barcodes, active and passive RFID.

OSD: ADUSD(SCI)—Radio Frequency Identification (RFID)

RFID is a family of technologies, within the collective suite of Automatic Identification Technology (AIT) applications, that enable the automated capture and identification of materiel and associated events as that materiel moves throughout the DoD supply chain. Increased and appropriate application of RFID technology will improve process efficiencies in shipping, receiving, and inventory management as well as improve speed, reliability, and distribution efficiency measurements. Accomplishments continue to move the Department closer to end-to-end use of RFID tags to improve visibility of appropriate shipments.

USJFCOM—Adaptive Planning and Execution (APEX) for Logistics

APEX is a DoD system of joint policies, processes, and procedures encased within a net-centric framework that allows for a common collaborative environment from the senior leadership through the operational planner/operator level in which contingency planning is created, revised, and executed within a range of viable options as rapidly as circumstances require.

APEX capabilities include the following:

- Clear strategic guidance and iterative dialogue
- Integrated interagency and coalition planning
- Integrated intelligence planning
- Embedded options
- Living plans
- Parallel planning in a net-centric and collaborative environment.

USTRANSCOM—Automatic Identification Technology (AIT)/Radio Frequency Identification (RFID)

As the Distribution Process Owner (DPO), USTRANSCOM facilitates asset visibility requirements with OSD, the Services, DLA, and other governmental agencies to ensure harmony of effort.

USTRANSCOM—Theater Enterprise Deployment and Distribution (TED2)–Joint Deployment and Distribution Enterprise (JDDE) Common Theater-Level Joint D2 Control Capability Template

A DPO-led initiative (JROC tasking) to "develop a common capability template for theater joint D2 control, ensuring full integration with joint distribution ops" of the JDDE.

Program Descriptions

Army—Standard Army Ammunition System–Modernization (SAAS-MOD)

SAAS Modernized (SAAS-MOD) is a multi-level automated ammunition management, reporting, and accounting system that automates all retail Class V management life-cycle functions. It operates in both tactical and non-tactical environments and provides automation support for automation support for the Theater Sustainment Command Distribution Management Center (TSC DMC); Expeditionary Sustainment Command Distribution Management Centers (ESC DMC); Ammunition Supply Activities at the Sustainment Brigade and TSC levels Theater Storage Areas (TSAs); Close Support Areas (CSAs); and Ammunition Supply Points (ASPs), Brigade Ammunition Office (BAO), and Ammunition Transfer Holding Points (ATHP). SAAS-MOD is part of Single Army Logistics Enterprise (SALE) architecture.

Army—Standard Army Retail Supply System (SARSS-1, 2AC/B, and Gateway)

SARSS is comprised of three interrelated sub-systems: SARSS-1, -2AC/B (Corps Theater ADP Service Center (CTASC)), and Gateway. SARSS provides:

- Combat Service Support (CSS) peacetime and wartime logistics system support to include stock control and accountability.
- Supply management to include excess disposition, redistribution, document history, and demand analysis.
- Real-time requisitioning capability directly to national level for same day support.
- Receipt, storage, inventory, and issuance of materiel to Continental United States (CONUS)/OCONUS units.

SARSS is part of the Single Army Logistics Enterprise (SALE) architecture.

Army—Unit Level Logistics Systems–Aviation (ULLS-A)

ULLS-A(E) is a computer-based software system operated by flight company crew chiefs and field-level aviation maintenance personnel to track PMCS, on-hand Prescribed Load List (PLL) usage, and The Army Maintenance Management System-Aviation (TAMMS-A) functions. ULLS applications reside in the portfolio of the Army's automated logistics and integrated systems (ALIS). ULLS-A(E) offers a menu-driven, interactive capability that provides on-line inquiry responses and file updates, and can accommodate multiple units requirements on a single computer. ULLS-A is located with the aircraft at flight companies and at Aviation Unit Maintenance (AVUM) and Aviation Intermediate Maintenance (AVIM) units. ULLS-A is part of the Single Army Logistics Enterprise (SALE) architecture.

Navy—Distance Support

Distance Support (DS) is a Navy Enterprise effort that combines people, processes and technology into a collaborative infrastructure without regard to geographic location. DS is comprised of the following areas: technology infrastructure, "Content," and Customer Relationship Management (CRM).

- Technology infrastructure provides the "transport" of DS applications and data to and from operating units and shore installations in support of various processes. It also includes the data replication and shipboard IT servers that bring the DS functionality to the Sailor.
- "Content" includes those specific applications, systems and processes produced by various Navy Communities of Interests, e.g., Logistics, Maintenance, Medical and Sea Warrior.
- CRM capabilities include the Global Distance Support Center, which is the hub of DS, providing the single point of entry for support requests for fleet customers on a 24-hours per day, seven day per week, 365-days per year basis (24/7/365).

Navy—Lewis and Clark Class (T-AKE) Dry Cargo/Ammunition Ship

The Lewis and Clark Class (T-AKE) Dry Cargo/Ammunition Ship provides logistic lift capability as a shuttle ship from sources of supply for transfer at sea to station ships and other naval warfare forces. It can transport ammunition, food, repair parts, expendable supplies and material, and limited quantities of fuel. It also operates in concert with a T-AO 187 Class Ship (Fleet Oiler) as a substitute station ship to provide direct logistics support to the ships within a battle group.

Navy—Maritime Prepositioning Force (Future) (MPF [F]) Mobile Landing Platforms/Auxiliary Cargo & Ammo Ships (T-AKE)

The Maritime Prepositioning Force (Future) (MPF[F]) squadron will be a key capability of seabasing. It is a component of the overall global prepositioning posture, contributing to the national marine expeditionary strategy. MPF(F) provides a joint capability for the Joint Sea Base.

Navy—Naval Tactical Command Support System (NTCSS)

NTCSS is a tactical command support information system for maintenance management of ships, submarines, aviation squadrons, and intermediate maintenance activities (afloat and ashore); it also provides supply control, requirements processing, parts ordering and tracking, inventory management and financial management. NTCSS is a multi-application program that provides standard information resource management to various afloat and associated shore-based Fleet activities. It incorporates the functionality of SNAP, NALCOMIS, and MRMS.

Navy—Ordnance Information System (OIS)

The DON OIS is an integrated suite of tools used to manage the conventional ordnance stockpile by providing timely, relevant and accurate ordnance information and global visibility. It integrates wholesale, retail, and unique ordnance decision support systems to facilitate global ordnance positioning and information sharing across the DON ordnance community. The key objective in development of OIS is using a strategy of building upon the capability of current systems, integrating them incrementally, and creating a single, distributed data structure accessible by many functional applications—a system of systems. As a classified system, OIS provides controlled global access via SIPRNET, and a three-tiered architecture including a distributed database server, web-based application servers, and thin client workstations to provide low life-cycle cost. A single transaction will result in system-wide updates, and provide end users with timely access to consistent ordnance information. In support of OIS, the hardware architecture provides a primary and secondary redundant site which allows no single point of failure.

Goal 3: Rapid and Precise Response

Objective 3.10
Optimize transportation network

Supporting Initiatives and Programs

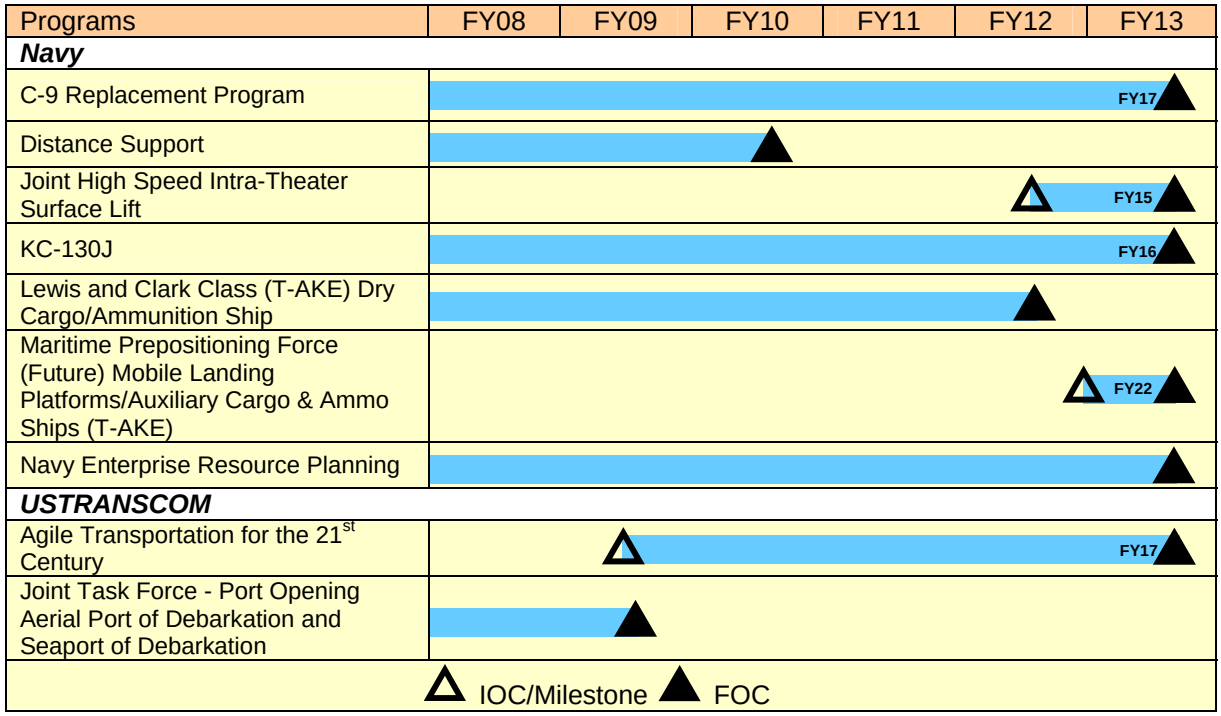
Figure 6-5. Initiatives and Programs Supporting Objective 3.10

Initiatives	FY08	FY09	FY10	FY11	FY12	FY13
Air Force						
Air Force Fuels, Vehicles, and Equipment Support Agency						
Army						
Integrated Logistics Aerial Resupply						
Single Army Logistics Enterprise	TBD					
OSD: ADUSD(SCI)						
Radio Frequency Identification						
OSD: ADUSD(TP)						
Arms Ammunition and Explosives Carrier Screening Initiative						
Commercial Airlift in Contingency Plans						
Container Management						
Overseas Ship Repair Policy Review						
Transportation Payment Business Rules						
USTRANSCOM						
Defense Transportation Coordination Initiative						
Director of Mobility Forces-Surface						
Joint Deployment Distribution Operations Center	TBD					
Theater Enterprise Deployment and Distribution–Joint Deployment and Distribution Enterprise Common Theater-Level Joint D2 Control Capability Template						

Figure 6-5. Initiatives and Programs Supporting Objective 3.10

Programs	FY08	FY09	FY10	FY11	FY12	FY13
Air Force						
C-130 Avionics Modernization Program	TBD					
C-130J Hercules						TBD
C-17						
C-5 Avionics Modernization Program						FY15
C-5 Reliability Enhancement Re-engining Program						FY21
Cargo Movement Operating System	TBD					
Expeditionary Combat Support Systems						
Halvorsen Loader	TBD					
KC-135 GATM Upgrade Program	TBD					
KC-X Tanker Replacement Program						FY15
Army						
All Terrain Lifter, Army System						
Army Watercraft Modifications	TBD					
Automatic Identification Technology-Radio Frequency In-Transit Visibility	TBD					
Battle Command Sustainment and Support System	TBD					
CH-47 Cargo Helicopter Mods	TBD					
Family of Heavy Tactical Vehicles	TBD					
Family of Medium Tactical Vehicles	TBD					
Future Combat System–Multi-function Utility/Logistics Equipment	TBD					
Joint High Speed Vessel - A						TBD
Movement Tracking System						
Palletized Load System	TBD					
Rough Terrain Container Handler	TBD					
Transportation Coordinators'-Automated Information for Movements System II						
Truck, Tractor, Line Haul, M915/M916	TBD					

Figure 6-5. Initiatives and Programs Supporting Objective 3.10



Initiative Descriptions

Air Force—Air Force Fuels, Vehicles, and Equipment Support Agency (AFFVESA)

AFFVESA represents the next evolution of centralized materiel management. It focuses on redesigning the AF supply chain planning and execution processes for class II, III, and VII (except for engines and pods) from the point of order through supplier to the point of operation to meet COCOM needs. It will establish a single process for materiel control whether at home or deployed. Capabilities will include centralized buys, fleet management, and global execution IAW the enterprise support plan.

Army—Integrated Logistics Aerial Resupply (ILAR)

The ILAR initiative includes airland, airdrop and slingload operations and is a holistic approach to aerial resupply involving a suite of interrelated capabilities and enablers. It is a key component of theater distribution that provides the required supplies at the right place, at the right time, in the right amount, and in the right configuration. The ILAR suite of capabilities includes: aerial resupply using fixed, rotary, and unmanned aircraft; a growing array of innovative delivery systems, such as the Joint Precision Airdrop System (JPADS), Enhanced Container Delivery System (ECDS), Low-Cost Low-Altitude Aerial Resupply System (LCLA), and Freedrop Packaging Concept Project (FPCP); innovative distribution concepts like Configured Loads; advanced packaging and containerization technologies compatible with the DoD supply chain; and technology integration such as automatic identification, which facilitate and enhance logistics responsiveness and support to the Combatant Commander. JPADS and ECDS are both programs of record included in ILAR:

- JPADS represents the US Army's next generation of cargo aerial delivery. The system provides autonomous guidance of loads dropped from 25K feet mean sea level (MSL) at increments of 2000,

10,000, and eventually 30,000 pounds. JPADS will allow precise delivery of critical supplies to the Warfighter on the ground while allowing aircraft delivering payloads to fly at significantly safer altitudes. Both the 2K and 10K are included in the Army FY09 budget submission.

- ECDS is an air cargo container compatible with JPADS and legacy air drop systems. ECDS will provide the capability to air deliver multiple supply containers (weighing from 501 pounds up to 2,200 pounds) accurately from aircraft flying at low, medium, and high altitudes. Delivery altitudes are determined by the threat that delivery aircraft must counter. The ECDS is capable of 10,000 pounds per system and is not restricted to airdrop from 1,100 feet above ground level, as are current Container Delivery Systems (CDS). ECDS will use a 463L compatible pallet that is forkliftable and slingloadable.

Army—Single Army Logistics Enterprise (SALE)

The SALE initiative comprises three components that integrate strategic, operational, and tactical logistics functions into a fully integrated, end-to-end Army logistics enterprise solution:

- The Logistics Modernization Program (LMP) is the Army's national logistics system that will replace two legacy wholesale systems: the Standard Depot System (SDS) and the Commodity Command Standard System (CCSS).
- The Global Combat Support System-Army Field/Tactical (GCSS-Army (F/T) is the tactical logistics picture that will fold tactical logistics systems into one integrated environment at the combat service support levels and will interface them with the rest of the Army enterprise environment. GCSS-Army (F/T) is replacing a variety of legacy tactical-level logistics information systems, including the Standard Army Retail Supply System (SARSS), the Standard Army Maintenance System (SAMS), the Unit Level Logistics System (ULLS), and the Integrated Logistics Analysis Program (ILAP).
- Product Lifecyle Management Plus (PLM+) is the technical link between LMP and GCSS-Army. PLM+ serves as the single data repository and provides seamless linkage from the national to the tactical levels.

OSD: ADUSD(SCI)—Radio Frequency Identification (RFID)

RFID is a family of technologies, within the collective suite of Automatic Identification Technology (AIT) applications, that enable the automated capture and identification of materiel and associated events as that materiel moves throughout the DoD supply chain. Increased and appropriate application of RFID technology will improve process efficiencies in shipping, receiving, and inventory management as well as improve speed, reliability, and distribution efficiency measurements. Accomplishments continue to move the Department closer to end-to-end use of RFID tags to improve visibility of appropriate shipments.

OSD: ADUSD (TP)—Arms Ammunition and Explosives (AA&E) Carrier Screening Initiative

In the past several years, the security of Arms, Ammunition and Explosives (AA&E) and the screening of commercial carriers that move AA&E have increased in importance. While carrier screening in the U.S. is more robust and effective, reports indicate that there are some inconsistencies in carrier screening procedures and processes outside the U.S., particularly in the sub-contracting area. This effort reviews screening criteria, reviews the Defense Transportation Regulation (DTR) for needed changes, considers DFARS changes, and offers recommended policy and operational process changes.

OSD: ADUSD (TP)—Commercial Airlift in Contingency Plans

Historically, planners have based force flow and sustainment airlift plans on military aircraft. This initiative directs deliberate and adaptive planners to consider use of commercial airlift (vice planning solely on use of "grey tails") in contingency plans for inter-theater strategic lift as well as intra-theater requirements.

OSD: ADUSD (TP)—Container Management

This initiative directs development of policy for common-user transportation container management, maintenance standards, doctrinal use, and payment policies for leasing, detention, loss, and damage.

OSD: ADUSD (TP)—Overseas Ship Repair Policy Review

This initiative seeks to review concerns raised within the Department about the security implications of work being performed in certain foreign shipyards on ships that are subsequently chartered by DoD.

OSD: ADUSD (TP)—Transportation Payment Business Rules

In 1999, DoD began using a commercial third-party payment system to process commercial transportation payments. Since inception, oversight of the program and its underlying business rules has evolved. However, the program has not been subject to a comprehensive review to ensure that rules and processes are consistent with the intent of the program, that sufficient internal controls are in place, and that no significant gaps exist. This initiative undertakes such a review.

USTRANSCOM—Defense Transportation Coordination Initiative (DTCI)

Through this initiative, USTRANSCOM will partner with a world-class transportation services provider (Menlo Worldwide Government Services) to manage CONUS second destination freight distribution for DLA and selected Service shipping locations. Leverage winning coordinator's existing commercial freight volume with DoD's large freight volume utilizing the "best practices" from both to achieve efficiencies in distribution and associated cost savings.

USTRANSCOM—Director of Mobility Forces - Surface

DM4-S gives the Combatant Commander a joint capability to synchronize and coordinate joint surface theater distribution in accordance with operational priorities.

USTRANSCOM—Joint Deployment Distribution Operations Center (JDDOC)

JDDOC will provide COCOMs with a joint theater logistics capability (supply, transportation, and distribution) for command and control of forces and materiel moving into and out of the theater. Two major elements, besides the structure, are determining the tasking authority and ensuring improved asset visibility to the COCOMs joint logistics entity.

USTRANSCOM—Theater Enterprise Deployment and Distribution (TED2) - Joint Deployment and Distribution Enterprise (JDDE) Common Theater-Level Joint D2 Control Capability Template

A DPO-led initiative (JROC tasking) to "develop a common capability template for theater joint D2 control, ensuring full integration with joint distribution ops" of the JDDE.

Program Descriptions

Air Force—C-130 Avionics Modernization Program (AMP)

The C-130 Avionics Modernization Program (AMP) modernizes the Air Force's C-130 Combat Delivery aircraft with a common avionics suite and standardized cockpit configuration. The program improves global access and deployability by consolidating and installing the mandated DoD navigation/safety modifications, Global Air Traffic Management (GATM) systems, and C-130 Broad Area Review requirements. These mandated modifications are incorporated with various other Reliability, Maintainability, and Sustainability (RM&S) upgrades to include TCAS, TAWS, replace APN-59 and APQ-175 radars, replace N-1/C-12 compass, provide dual autopilots, install dual flight management systems and provide HF/UHF/VHF datalink. AMP modernization will improve C-130 reliability and give the C-130 fleet complete access to international air space. It will also upgrade the aircraft with new avionics suites and other cockpit equipment to bring costs down, eliminate training problems, and improve aircrew interoperability.

Air Force—C-130J Hercules

The C-130 Hercules primarily performs the tactical portion of the airlift mission. The aircraft is capable of operating from rough, dirt strips and is the prime transport for air dropping troops and equipment into hostile areas. The C-130 operates throughout the U.S. Air Force, serving with Air Mobility Command, Air Force Special Operations Command, Air Combat Command, U.S. Air Forces in Europe, Pacific Air Forces, Air National Guard, and Air Force Reserve Command—fulfilling a wide range of operational missions in both peace and war. The C-130J substantially modernizes aging C-130 fleet. It provides increased operational capability, including an integrated state of the art commercial avionics architecture allowing for reduced aircrew and maintenance personnel.

Air Force—C-17

The C-17 Globemaster III is the newest, most flexible cargo aircraft to enter the airlift force. The C-17 is capable of rapid strategic delivery of troops and all types of cargo to main operating bases or directly to forward bases in the deployment areas. It can perform the entire spectrum of airlift missions and is specifically designed to operate effectively and efficiently in both strategic and theater environments. The load options include troops and outsized/oversized/palletized cargo. The aircraft can perform tactical airlift and airdrop missions, and transport litters and ambulatory patients during aeromedical evacuations. The C-17 is designed to provide direct delivery of cargo loads to austere airfields, as close as possible to the user's specified final destination. Consequently, the C-17 can land with up to 160,000 lbs payload on austere runways as small as 3,000 feet by 900 feet. It reduces ground time during airland operations and uses standard airfields and delivery modes.

Air Force—C-5 Avionics Modernization Program (AMP)

This program installs digital architecture; replaces unreliable/unsupportable engine/flight instruments and flight system components; installs Communication, Navigation, Surveillance/Air Traffic Management (CNS/ATM) systems; and installs Secretary of Defense-directed navigation/safety equipment modification for the Terrain Awareness and Warning System (TAWS) and Traffic Alert and Collision Avoidance System (TCAS). AMP is a prerequisite modification for C-5 RERP.

Air Force—C-5 Reliability Enhancement Re-engining Program (RERP)

The Air Mobility Command (AMC) is pursuing a comprehensive modernization of the C-5 that includes AMP and C-5 RERP. The AMP, which will apply to the entire C-5 fleet, replaces low-reliability avionics components and ensures Global Air Traffic Management (GATM) and Navigation Safety compliance. RERP

will improve C-5 reliability, maintainability, and availability performance by replacing historically "bad actor" systems (including engines) with modern reliable components. The C-5s approved for RERP include 47 C-5Bs used for inter-theater airlift and two C-5Cs used primarily for domestic missions supporting the space program. Three C-5s already have been modernized. Aircraft completing both the C-5 AMP and C-5 RERP change model designation to C-5M.

Air Force—Cargo Movement Operating System (CMOS)

CMOS is a combat support system that streamlines contingency and sustainment installation-level cargo and passenger movement processes. It is a key component supporting the Joint Deployment and Distribution Enterprise (JDDE) and has been designated by USTRANSCOM and OSD/NII to meet theater distribution management and traffic management requirements of the DoD. As a result, the system is being modernized, with a web enabled version scheduled for release in Sep 08. CMOS is currently installed at over 230 sites. It supports Air Force and Marine Corps sites worldwide and selected Navy locations. Implementation at Army activities (garrison and Movement Control Teams) started in FY07.

Air Force—Expeditionary Combat Support Systems (ECSS)

ECSS is a commercial off-the-shelf technology that integrates the logistics data and processes into a unified system consisting of multiple software components for logistics financials, maintenance repair, and overhaul—essentially the end-to-end supply chain. It will enable seamless flow of information across Air Force logistics enterprise. ECSS will redefine Air Force logistics business processes and information systems into a single integrated solution. The majority of Air Force retail, wholesale, and Air Logistics Center (ALC) systems and their related processes will be replaced with a single solution set of business processes, software applications, and data. ECSS will enable the transformation of Air Force Logistics Operations by guiding the redesign of business processes supported by selected, configured, and deployed information technology (IT) products. The ECSS is a multi-year program targeted to replace hundreds of legacy systems.

Air Force—Halvorsen Loader

The Halvorsen Loader can support all military transport and Civil Reserve Air Fleet aircraft. It is a lightweight vehicle that can be quickly reconfigured for shipment, driven into a variety of aircraft, and rapidly redeployed to demanding operating environments. The loader is capable of interfacing with main deck and lower lobe cargo doors of all commercial and military cargo aircraft. For air transport on C-130, C-5, and C-17 military aircraft, the loader can drive on and off without ramp or cargo bay shoring. The loader is used to move cargo from loading areas to the aircraft. It can traverse paved asphalt, dirt, and gravel surfaces covered by sand, rain, mud, sleet, or snow. The deck of the loader has a powered roller system and is compatible with military 463L pallets, type V platforms, LD containers, ISO containers, and rolling stock. The Halvorsen Loader can accommodate three 463L pallets and has a deck height service range from 39 to 220 inches.

Air Force—KC-135 GATM Upgrade Program

The KC-135 Stratotanker provides the core aerial refueling capability for the Air Force. It enhances the Air Force's capability to accomplish its primary missions of Global Reach and Global Power. It also provides aerial refueling support to Air Force, Navy, Marine Corps, and allied nation aircraft. The KC-135 is also capable of transporting litter and ambulatory patients using patient support pallets during aeromedical evacuations. Global Air Traffic Management (GATM) modification includes avionics upgrades, wiring interfaces, and associated preparation activities for added communications, navigation, and surveillance equipment needed for operation in oceanic airspace where reduced vertical separations are implemented.

Air Force—KC-X Tanker Replacement Program

The KC-X Tanker Replacement Program is an acquisition effort to replace the fleet of aging KC-135 Stratotankers, which have been in service for more than 50 years. The KC-X provides aerial refueling to United States military and coalition aircraft. The primary mission of the KC-X aircraft is the strategic tanker mission using a fuselage mounted "flying boom" and multi-point hose/drogue systems. As a strategic airlifter, the KC-X can deliver oversized military equipment into bare bases while providing performance comparable to modern commercial airliners.

Army—All Terrain Lifter, Army System (ATLAS)

The All-Terrain Lifter, Army System (ATLAS) is a family of C-130 transportable 10,000 lbs and 5,000 lbs capacity variable reach rough terrain forklifts. The 10,000 lbs is capable of performing all mission requirements and meets EPA Tier III emissions requirements, with increased reliability and survivability. It operates in all terrains, has cross country mobility, and a road speed of 23 MPH. Its primary missions include handling all classes of supply, stuffing and un-stuffing standard Army pallets in 20-foot ISO containers, and handling break-bulk cargo and loads weighing up to 10,000 lbs on Air Force 463L pallets. It is a key component to the Army's Container Oriented Distribution System, which is essential to the deployment of a CONUS-based Army and sustainment of a deployed force. The ATLAS forklift supports units from seven Army branches (Transportation, Quartermaster, Ordnance, Missile & Munitions, Engineer, Aviation and Medical). The ATLAS forklift mobility allows it to support the Brigade Combat Teams (Unit of Action) and it is a critical asset supporting an Expeditionary Army. ATLAS has been identified as a key component under the Army's new modular force concept, and as a complementary support system to the Army's Future Combat Systems (FCS). Crew survivability is being addressed in accordance with the Army's Long Term Armor Strategy (LTAS). ATLAS is a military-unique vehicle. Commercial forklifts cannot meet the military requirements nor the Key Performance Parameters identified in the ATLAS requirements document.

Army—Army Watercraft Modifications

FY09 funds will support modification of the Logistics Support Vessel (LSV) and Landing Craft Utility (LCU) 2000 watercraft. Those modifications result from the Uniform National Discharge Standards (UNDS) and Item Unique Identification (IUID) regulations. Upgrades/modifications to the Landing Craft Mechanized 8, Army Floating Craft (Modular Causeway System, Large Tug, Small Tug, and Barge Derrick), and Maritime Integrated Training Simulator (MITS) may be required to resolve any safety and/or sustainability issues. These upgrades will extend the service life of affected systems, gain critically required operational improvements, and maintain compliance with new federal legal mandates in the areas of safety and environmental protection.

Army—Automatic Identification Technology (AIT)-Radio Frequency In-Transit Visibility (RF-ITV)

AIT comprises a suite of tools and devices (barcodes, contact buttons, RFID tags, fixed and mobile scanners, imagers, and readers) that collect, aggregate, and transport data to enable accurate, timely visibility of assets in motion and at rest and to enable hands-free transaction processing to automation information systems. A major deployed AIT capability is the Radio Frequency In-Transit Visibility (RF-ITV). RF-ITV is a system of strategically positioned infrastructure providing automated near and real-time in-transit visibility of equipment and supplies by integrating radio frequency identification and satellite global positioning systems devices (MTS, VISTAR). RF-ITV shares location information to 35 Army (BCS3, SAAS-MOD, SARSS) and DoD logistics systems (GTN, AV, IGE, WPS, GATES) to provide logisticians with decision-making information to support the warfighter. RF-ITV also integrates logistics visibility across the joint-coalition spectrum by providing support to the UK, AUS, Canada, and NATO militaries. Integration of other AIT capabilities

enable RF-ITV to provide security and environmental condition monitoring of sensitive and perishable shipments in transit and in storage. The use of AIT devices supports the business mission areas of depot maintenance, overhaul, and repair as part of RESET, flight line maintenance and flight safety critical part pedigree management, and item unique identification (IUID) for property accounting. Designed to provide hands-free, accurate, and timely data collection and reporting, AIT-enabled logistics operations facilitate transformation of processes to support the Single Army Logistics Enterprise (SALE), Enterprise Resource Planning (ERP).

Army—Battle Command Sustainment and Support System (BCS3)

The Battle Command Sustainment Support System (BCS3) is the logistics Command and Control (C2) solution for U.S. land forces. BCS3 provides commanders the capability to execute end-to-end distribution and deployment management and brings better situational awareness resulting in better decision-making capability to warfighters. It enables warfighters to target, access, scale and tailor critical logistics information in near-real time. BCS3 has been adopted and integrated into joint and strategic logistics command and control processes. BCS3 is the only near-term end-to-end logistics COP solution for the joint commander. BCS3 will maintain its core capabilities and continue to advance in development while integrating into the joint command and control architecture. This continued development will enable decision superiority via advanced collaborative information sharing achieved through interoperability. Funding procures:

- System Support Rep Kit Hardware
- CAISI Bridge Module Hardware
- CAISI Client Module Hardware.

Army—CH-47 Cargo Helicopter Mods

The CH-47 Chinook is a twin-turbine, tandem-rotor, heavy-lift transport helicopter with a useful load of up to 25,000 pounds. As the Army's only heavy lift helicopter, the CH-47 transports troops (including air assault), supplies, weapons, and other cargo in general support operations. The CH-47F recapitalization program will provide a more reliable, less costly to operate aircraft compatible with joint digital connectivity requirements in the Future Force. The CH-47F program extends the Army's Chinook fleet useful life 20 years by incorporating reliability and maintainability improvements, including airframe tuning for vibration reduction, corrosion protection, digital source collectors, Transportable Flight Proficiency Simulators, Cargo Handling Floor system, Ballistic Protection System, Transformation Sets, Kits and Outfits, Aviation Training Devices, M240 Window/Door gun Mounts, and an automated maintenance program with a 400-hour phase interval. The recapitalization program will rebuild and upgrade all CH-47Ds and 61 Special Operations Aviation MH-47s to the CH-47F/MH-47G configuration and procure 24 aircraft for the National Guard. This program is funded to meet the Army Aviation Transformation Plan full requirement for Chinook aircraft.

Army—Family of Heavy Tactical Vehicles (FHTV)

The Family of Heavy Tactical Vehicles (FHTV) is used in line haul, local haul, unit resupply, and other missions throughout the tactical environment to support modern and highly mobile combat units. Systems include the Palletized Load System (PLS) and its companion trailers, flat racks (Container Roll-in/Out Platform [CROP]); Container Handling Units (CHU); Movement Tracking System (MTS), Heavy Expanded Mobility Tactical Truck (HEMTT); and Heavy Equipment Transporter System (HETS). The FHTV line also includes the Forward Repair System (FRS), which is a mobile maintenance platform that mounts on a PLS or HEMTT. The PLS configuration transitions to an A1 in FY08 to incorporate LTAS B-Kit-Ready cab common with HEMTT A4, modern power train, independent front suspension, updated electrical system, ABS traction control, and climate control. FY08 and FY09 unit costs for HEMTT reflect transition from HEMTT A2 to HEMTT A4 configurations.

Army—Family of Medium Tactical Vehicles (FMTV)

The Family of Medium Tactical Vehicles (FMTV) is a complete series of trucks based on a common chassis, varied by payload and mission. The Light Medium Tactical Vehicle (LMTV) has a 2-1/2 ton capacity consisting of cargo and van models. The Medium Tactical Vehicle (MTV) has a 5-ton capacity and consists of cargo, tractor, van, wrecker, load-handling system, and dump truck models. There are companion trailers for both types of vehicles. Subvariants provide air drop capability for contingency and rapid deployment operations. The system is designed to be rapidly deployable worldwide and operate on primary and secondary roads, trails, and cross-country terrain, in all climatic conditions. The FMTV A1 Rebuy is the configuration currently in production. RDT&E supports continued modernization of the Army's medium truck fleet.

Army—Future Combat System (FCS) - Multifunction Utility/Logistics Equipment (MULE)

The FCS MULE is one of the FCS Unmanned Ground Vehicles. The MULE vehicle is a 3.5-ton UGV that will support dismounted operations. It consists of four major components: Common Mobility Platform, ANS, Centralized Controller (CC), and 3 mission equipment packages/variants. The MULE has three variants sharing the common mobility chassis; transport, countermine, and ARV-A (L). The MULE-T will carry 1,900-2,400 lbs of equipment and rucksacks for dismounted infantry squads with the mobility needed to follow squads in complex terrain. The MULE-C will provide the capability to detect, mark, and neutralize individual anti-tank mines by integrating a mine detection mission equipment package from the Ground Standoff Mine Detection System (GSTAMIDS) program to support force mobility. The ARV-A (L) is a mobility platform with an integrated weapons and target acquisition package to support the dismounted

infantry's efforts to locate and destroy enemy platforms and positions. All MULE platforms are CH-47 transportable.

Army—Joint High Speed Vessel (JHSV) - A

The JHSV is an intra-theater lift platform that provides advanced capabilities for the operational maneuver of combat-ready units and sustainment to smaller theater ports or sheltered shoreline areas within a JOA. The JHSV program is based upon a high-speed (40+ knots), shallow-draft, sealift platform that will maximize current commercial high-speed ferry technology. JHSV provides the capability to conduct operational maneuver and repositioning of intact unit sets while conducting en route mission planning and rehearsal. This intratheater vessel provides the Combatant Commander with increased throughput, survivability, and responsiveness, and improved closure rates. It also offers an alternative to intra-theater airlift within many theaters and allows the joint force commander to rapidly insert combat forces into austere ports. JHSV will provide theater force projection and sustainment lift to deploying units arriving by strategic lift (air, sea) to a theater. The vessels will be utilized to move Army Prepositioned Stocks (APS) located on land or afloat. JHSV supports traditional JLOTS and future seabasing operations within an anti-access/access denial environment. This transformation enabler helps deployment goals as well as achieves full distribution-based logistics.

Army—Movement Tracking System (MTS)

MTS is a satellite-based tracking/communications system consisting of mobile units, transceivers, control stations, GPS, common operating software, and MTS-unique software. MTS provides continuous CS/CSS asset visibility and situational awareness for the joint logistics corporate enterprise, enables expeditionary logistics, and is key in achieving the sense-and-respond capabilities required to support net-centric warfare operations. MTS assists CS/CSS unit commanders in planning and executing operations with the capability to identify and track positions, monitor progress, and communicate with tactical wheeled vehicles supporting CS/CSS operations, essentially anywhere in the world. MTS supports BFT by passing position location information into the logistics COP via BCS3.

Army—Palletized Load System (PLS)

PLS is composed of a prime mover truck (16.5 ton payload) with integral self-loading and unloading transport capability; a 16.5-ton payload trailer; and demountable cargo beds (flat racks). The vehicle can also be equipped with MHE and/or winch. PLS is a key transportation component of the ammunition distribution system and provides long-range and local hauling, and unit re-supply of ammunition. It can transport multiple configurations of cargo using a variety of flatracks, which are demountable cargo beds that come in three types: "A" frame (M1077), Intermodal Flat rack (M-1), and Container Roll-in/Out Platform (CROP) (M-3). The PLS lift system can pick up 36,250 lbs at the lift hook. The M1077 basic flat rack weighs 3,250 lbs, which allows a payload of 16.5 stons. The M-1, which is ISO intermodal, weighs approximately 7,800 lbs and allows a payload of 14.25 stons for PLS and a 15.35 ston payload for intermodal. The CROP weighs less than 4,000 lbs and has a payload of 16.13 stons (36,250-4,000 = 32,250 lbs). The M1077 and M1077A1 are sideless flat racks used to transport pallets of ammunition and other classes of supplies. The M3 CROP is a flat rack that fits inside a 20-ft ISO container. The M1077 flat rack is also incorporated with the FRS to allow it to be transported by the HEMTT PLS and LHS Trucks. The M1 flatrack carries identical classes of supplies and are used in support of engineer systems. It is ISO/Convention for Safe Containers (CSC)-certified and suitable for intermodal transport, including transport on container ships. Ammunition can be loaded on M-1 at depots, transported via container ship to theater, picked up by the PLS truck, and carried forward without the use of any materiel-handling equipment.

Army—Rough Terrain Container Handler (RTCH)

The RT-240, Rough Terrain Container Handler (RTCH) moves, lifts, and stacks ISO containers. The RT-240 operates worldwide on multiple terrains, including sand, to lift and transfer ISO containers weighing up to 53,000 pounds. It has 4-wheel drive and is capable of fording 5 feet of salt water. The RTCH is C-5 or C-17 air transportable and can be configured in minutes for loading to a drive-on/drive-off mode. Currently, the U.S. Army has over 1 million ISO containers in the SWA theater. The RTCH is the critical element in handling these containers. The RT-240 is equipped with an expandable 20 to 40 foot top handler capable of handling the new ISO family of 8×20 and 8×40 containers. It is capable of stacking containers three high and can reach a container in a second row.

Army—Transportation Coordinators'-Automated Information for Movements System II (TC-AIMS II)

The Transportation Information Systems (TIS) Product Office for Transportation Coordinators-Automated Information for Movement System II (TC-AIMS II) is a program that will reduce redundancy by consolidating management of the unit/installation-level transportation functions of Unit Movement and Load Planning. It provides critical capability to deploying units so they can build and sustain combat power. It also provides units with the critical capability by enabling sustainment operations that enable and improve combat readiness through improved operational readiness for combat systems. TC-AIMS II will interface with the Cargo Movement Operations System (CMOS), which will provide the sole DoD capability to automate Theater Distribution Center's (TDC) operations. CMOS is operating in the 21st Theater Support Command and automates the receipt, cross-docking, manifesting, and shipment of cargo arriving via all modes to all supported destinations. This automated TDC provides visibility and traceability of items being distributed to deployed forces and retrograded to National providers.

Army—Truck, Tractor, Line Haul, M915/M916

This family of vehicles contains the Truck, Tractor Line Haul (M915A3), and Truck, Tractor, Light Equipment Transporter (LET) (M916A3). These two tractors share common components, such as the cab, engine, and transmission. The M915A3 Line Haul Tractor tows the M871 and M872 flatbed semitrailers, M967 and M969 series 5000 gallon tankers, and M1062 7500 gallon tanker. FY08 is the first year for acquisition of the Next Generation Line Haul Vehicle, which will replace/supplement the existing line haul tractors and trucks. These improved tractors and trucks will be more expeditionary ready thru increased safety, range and fuel efficiency, reliability, on-board diagnostics, service intervals, and MANPRINT considerations. These characteristics have the potential to substantially decrease the two-level maintenance tasks, the maximum time to repair, and the quantity of tools required to conduct maintenance.

Navy—C-9 Replacement Program (C-40A)

This is a replacement program for the aging C-9/DC-9 aircraft. The current program of record is 17 aircraft. The C-40A provides time critical transportation capability for naval wartime and emergent operational requirements, and transportation support during peacetime.

Navy—Distance Support

Distance Support (DS) is a Navy Enterprise effort that combines people, processes and technology into a collaborative infrastructure without regard to geographic location. DS is comprised of the following areas: technology infrastructure, "Content," and Customer Relationship Management (CRM).

- Technology infrastructure provides the "transport" of DS applications and data to and from operating units and shore installations in support of various processes. It also includes the data replication and shipboard IT servers that bring the DS functionality to the Sailor.
- "Content" includes those specific applications, systems and processes produced by various Navy Communities of Interests, e.g., Logistics, Maintenance, Medical and Sea Warrior.
- CRM capabilities include the Global Distance Support Center, which is the hub of DS, providing the single point of entry for support requests for fleet customers on a 24-hours per day, seven day per week, 365-days per year basis (24/7/365).

Navy—Joint High Speed Intra-Theater Surface Lift (JHSV)

This program is an intra-theater logistics transport for supplies and personnel. It includes the ability to transport combat ready units rapidly without reliance on shore-based infrastructure and in austere environments.

Navy—KC-130J

This program replaces the aging USMC KC-130F/R/T's. The current program of record is 79 aircraft. The KC-130J provides aerial refueling, rapid ground refueling, tactical troop transport, aerial delivery of personnel and cargo, airborne radio relay, and tactical aero-medical evacuation. It is a high-wing, long-range, land-based monoplane powered by four turboprop engines each equipped with six blade variable pitch propellers. It is deployed worldwide, in all environments, in support of total force expeditionary operations.

Navy—Lewis and Clark Class (T-AKE) Dry Cargo/Ammunition Ship

The Lewis and Clark Class (T-AKE) Dry Cargo/Ammunition Ship provides logistic lift capability as a shuttle ship from sources of supply for transfer at sea to station ships and other naval warfare forces. It can transport ammunition, food, repair parts, expendable supplies and material, and limited quantities of fuel. It also operates in concert with a T-AO 187 Class Ship (Fleet Oiler) as a substitute station ship to provide direct logistics support to the ships within a battle group.

Navy—Maritime Prepositioning Force (Future) (MPF [F]) Mobile Landing Platforms/Auxiliary Cargo & Ammo Ships (T-AKE)

The Maritime Prepositioning Force (Future) (MPF[F]) squadron will be a key capability of seabasing. It is a component of the overall global prepositioning posture, contributing to the national marine expeditionary strategy. MPF(F) provides a joint capability for the Joint Sea Base.

Navy—Navy Enterprise Resource Planning (ERP)

The Navy Enterprise Resource Planning (ERP) Program is an integrated business management system that modernizes and standardizes how the Navy manages its people, money, programs, equipment, supplies, and maintenance. It provides unprecedented management visibility across the enterprise and increases effectiveness and efficiency. The mission of the Navy ERP Program is to standardize Navy business processes for key acquisition, financial, and logistics operations. The ERP Program is organized into three releases:

- Release 1. Financial and Acquisition functionality
- Release 1.1 Wholesale and Retail Supply functionality
- Release 1.2 I-Level Maintenance functionality.

Navy ERP is intended to be the Navy Enterprise business backbone, providing a single supply chain solution as well as enterprise financial transparency.

USTRANSCOM—Agile Transportation for the 21st Century (AT21)

The AT21 Vision is to reengineer business processes with supporting information technology to improve transportation planning; improve forecast accuracy; and increase on-time delivery of forces to the JFC at a lower cost to the Services. AT21 will provide global visibility of movement requirements and organic assets, provide visibility of the current state of transportation within the DoD distribution enterprise, provide decision-ready solutions through optimization and scheduling, and enable a new capability to perform management by exception through the automation of manual business processes. AT21 will provide the supported Combatant Commanders with modal alternatives to meet such deployment requirements as required by delivery date in theater. Assignment to sealift of collaboratively selected, sealift-qualified movement requirements will automatically increase availability of scarce airlift assets for assignment to true mission critical requirements. AT21 is intended to improve the responsiveness of military planning and to assist senior military leadership in making more effective and efficient decisions for transportation while understanding the impact on end-to-end distribution issues.

USTRANSCOM—Joint Task Force - Port Opening (JTF-PO) Aerial Port of Debarkation (APOD) and Seaport of Debarkation (SPOD)

The Commander, United States Transportation Command, requires a capability designed specifically to rapidly establish initial theater APODs or a SPOD to support deployment and distribution operations. The joint and expeditionary nature of this requirement demands a joint force structure, comprised of elements from multiple Services to support rapid port opening. The JTF-PO operational concept builds upon that premise, emphasizing the JTF-PO significance to expeditionary operations and its support to the CCDR/Joint Force Commander (JFC).

Chapter 7 addresses evolution of the Roadmap to support DoD's continuing shift to managing the Department increasingly by using joint capability portfolios.

Chapter 7: Summary and Next Steps

To meet the demands of the future operating environment, DoD must continue transforming its logistics processes, organizations, systems, and capabilities. The Department's direction for continuing and accelerating its transformation is to focus on the needs of Combatant Commanders and to develop portfolios of joint capabilities rather than individual stove-piped efforts.

Initial Roadmap

This initial *DoD Logistics Roadmap* is a near-term effort that begins building a detailed depiction, over time, of existing, planned, and desired logistics capabilities across the DOTMLPF spectrum. It establishes a DoD-wide framework for improving logistics capabilities and business processes and provides a basis for current and future capabilities assessment:

- It initiates the process of defining the Logistics Capability Portfolio in terms of initiatives and programs. It documents specific actions underway to achieve GDF goals and supporting objectives, and it examines them from the perspective of the Capability Area Managers (CAMs) who must advise the Logistics CPM leads on capability and capacity issues.
- It begins an evolutionary process of linking logistics initiative and program performance assessment to identifiable and measurable strategic outcomes. DoD Components have provided milestones for their initiatives and programs. To the extent practicable, some have attempted to quantify (over time) the expected benefits or impacts of for their initiatives and programs.

Next Steps

Following publication of this document, the Department will begin a process of assessing progress toward achieving its logistics goals and objectives and meeting logistics capability and capacity needs. This process includes

- reviewing current and planned initiatives and programs;
- establishing outcome-focused performance measures that show results or outcomes related to initiatives or programs in terms of effectiveness, efficiency, and effect;
- establishing realistic, resource-informed, time-phased performance targets;
- assessing adequacy of ongoing efforts to meet objectives and deliver the required capability to meet joint requirements;
- identifying gaps, shortfalls, and redundancies within current/planned initiatives and programs; and
- optimizing the mix of logistics DOTMLPF capabilities within capability areas and across the DoD Logistics Capability Portfolio.

Future Updates to the Roadmap

Future updates to the *Roadmap* will support DoD's continuing shift to capabilities-based planning and governance reform for managing the Department increasingly by using joint capability portfolios. They will report progress toward achieving logistics capability performance targets. They will incorporate results from CAM-led analyses, DoD studies, capability-based assessments, joint experiments, and joint technology demonstrations. In conjunction with and consistent with POM logistics investment analyses, they will connect capability performance targets to current and planned logistics investment for an overarching view of DoD's progress toward transforming logistics.

Future updates will also support DoD enterprise reform for implementing continuous improvement, constant reassessment, and application of lessons learned. Their documented assessments will furnish logistics decision makers and associated logistics governance bodies with a concise update about the state of DoD logistics. Most important, they will identify credible options and resource requirements for achieving high-priority logistics capabilities.

Globally responsive, operationally precise, and cost-effective logistics support for America's warfighters

Appendix A: Background

This appendix provides background on three key factors that influence the direction, content, and scope of this *Roadmap*:

- Implementation of logistics capability portfolio management
- 2005 *Focused Logistics Roadmap*
- *DoD Plan for Improvement in the GAO High Risk Area of Supply Chain Management with a Focus on Inventory Management and Distribution*.

Logistics Capability Portfolio Management

To improve support to the joint warfighter and remain postured for any challenge, the Department is constantly reshaping its defense enterprise. Since 2001, DoD has been advancing these objectives by shifting from a threat-based toward a capabilities-based approach to force development. The Department's historically threat-based approach was designed during the Cold War to ensure success against a limited set of specific threat scenarios. The capabilities-based approach, on the other hand, is designed to deal with an uncertain threat environment by focusing on developing capabilities for a wide range of threat scenarios. This framework is better suited to building the multi-capable, agile, and adaptive joint forces needed to deal with the dynamic nature of current and future threat environments.

In May 2005, the Secretary of Defense directed the Department to begin using common capability definitions, known as joint capability areas (JCAs) or capability portfolios, to describe missions and functional activities performed by the joint force. Since that time, the Department has been finalizing the definition and composition of each capability portfolio.

In 2006, the Department selected four of the most mature portfolios—Command and Control, Net Centric, Battlespace Awareness, and Logistics—to serve as pilots in CPM.

Four major lessons were learned from the Logistics CPM pilot program:

- An accepted portfolio framework is key to effective relationships across all joint capabilities.
- Program element visibility is mandatory to enable effective resource analysis.
- Defining joint requirements—in terms of capabilities and capacities—is contingent upon an accepted joint operating environment.
- Effective portfolio management requires dedicated manpower and a transformation of existing offices.

In January 2008, the Deputy Secretary of Defense approved definitions and compositions for each capability portfolio. In February 2008, the Deputy Secretary of Defense formalized Command and Control, Net Centric, Battlespace Awareness, and Logistics as standing portfolios for CPM.

Each portfolio has a civilian CPM lead, a military CPM lead, and a CPM Joint Staff office of primary responsibility. Portfolio Managers make recommendations to the Deputy Secretary of Defense and the Deputy's Advisory Working Group (DAWG) on capability development issues within their respective portfolios. They do not infringe on any existing statutory authorities, but they have access to information and

processes required to advise the DAWG. In essence, Portfolio Managers integrate, coordinate, and synchronize portfolio content by providing strategic advice intended to focus portfolio capabilities.

In addition, the Logistics Capability Portfolio has seven capability area managers (CAMs) who advise on issues and lead assessments in their respective areas. They are responsible for identifying capability gaps, shortfalls, and redundancies; recommending solutions; managing risk across their capability areas; and developing strategic guidance.

Below are the approved definitions and designated managers for the Logistics Capability Portfolio.

Logistics

Definition: The ability to project and sustain a logistically ready joint force through the deliberate sharing of national and multi-national resources to effectively support operations, extend operational reach and provide the joint force commander the freedom of action necessary to meet mission objectives.

1. CPM civilian lead: USD(AT&L)
2. CPM military lead: U.S. Transportation Command (USTRANSCOM)
3. CPM Joint Staff office of primary responsibility: Director for Logistics (J-4)
4. Functional Capability Board lead: J-4
5. Senior Warfighter Forum lead: USTRANSCOM.

Supply

Definition: The ability to identify and select supply sources, schedule deliveries, receive, verify, and transfer product and authorize supplier payments. It includes the ability to see and manage inventory levels, capital assets, business rules, supplier networks and agreements (to include import requirements) as well as assessment of supplier performance.

Supply CAM: Director, Defense Logistics Agency

Maintain

Definition: The ability to manufacture and retain or restore materiel in a serviceable condition.

Maintain CAM: Assistant Deputy Under Secretary of Defense for Maintenance Policy and Programs

Deployment and Distribution

Definition: The ability to plan, coordinate, synchronize, and execute force movement and sustainment tasks in support of military operations. Deployment and distribution includes the ability to strategically and operationally move forces and sustainment to the point of need and operate the Joint Deployment and Distribution Enterprise.

Deployment and Distribution CAM: Commander, United States Transportation Command

Logistics Services

Definition: The ability to provide services and functions essential to the technical management and support of the joint force.

Logistics Services CAM: Chief, Logistics Services Division, Joint Staff Logistics Directorate

Operational Contract Support

Definition: The ability to orchestrate and synchronize the provision of integrated contract support and management of contractor personnel providing that support to the joint force in a designated operational area.

Operational Contract Support CAM: Assistant Deputy Under Secretary of Defense for Force Support

Engineering

Definition: The ability to execute and integrate combat, general, and geospatial engineering to meet national and JFC requirements to assure mobility; provide infrastructure to position, project, protect, and sustain the joint force; and enhance visualization of the operational area, across the full spectrum of military operations.

Engineering CAM: Chief of Engineers and Commander, U.S. Army Corps of Engineers

Force Health Protection[1]

Definition: The ability to sustain and protect the health and effectiveness of the human centerpiece of the American military.

Force Health Protection CAM: Deputy Assistant Secretary of Defense for Force Health Protection and Readiness

Focused Logistics Roadmap

In 2004, the Strategic Planning Guidance (SPG) directed the USD(AT&L) to initiate joint efforts to integrate logistics from point of effect to source of supply/service across Military Services and defense agencies. To meet SPG tasking, USD(AT&L) directed the Deputy Under Secretary of Defense for Logistics and Materiel Readiness (DUSD[L&MR]) to develop a *Logistics Transformation Roadmap, in support of Focused Logistics*.

To support development of the *Focused Logistics Roadmap*, USD(AT&L) issued a call for data related to ongoing programs and initiatives that provide logistics capabilities. The *Focused Logistics Roadmap*, published in 2005, assembled, integrated, and documented initiatives and programs of record directed toward achieving joint logistics capabilities. As a descriptive roadmap, it provided an "as is" baseline of programs and initiatives for future logistics capability and investment analysis.

The 2005 *Focused Logistics Roadmap* indicated that, despite significant resource investment, gaps and shortfalls in key logistics capabilities would continue to exist through and beyond the *Roadmap* horizon of 2015.

Consequently, USD(AT&L) directed DUSD(L&MR) to develop a more comprehensive *DoD Logistics Roadmap* to present, for consideration by the Defense Logistics Board, credible options to achieve logistics capabilities. In summer 2006, development of the *DoD Logistics Roadmap* was put on hold during the Logistics Capability Portfolio Management pilot effort described below.

[1] Force Health Protection is a Force Support JCA currently assigned to the Logistics Portfolio for CPM. The Department will experiment with its remaining five capability portfolios—including Force Support—through the FY10 budget review cycle.

Building on lessons learned from that effort, DoD Logistics Roadmap development resumed in late 2007. Upon resumption of Roadmap development, the DUSD(L&MR) issued a data call to DoD Components requesting information on their logistics-related initiatives and programs of record. Components were requested to describe their initiatives and programs in terms of expected benefit or impact, milestones, resources, and performance.

Supply Chain Management High Risk Plan

Since 1990, the Government Accountability Office (GAO) has been conducting audits and evaluations to identify federal programs and operations that are high risk (more vulnerable to fraud, waste, abuse, and mismanagement). In that year, GAO designated DoD inventory management as a high-risk area due to long-standing systemic weaknesses. Problems included excess inventory levels, inadequate controls over items, and cost overruns.

In 2005, GAO concluded that systemic supply problems extended beyond inventory management to other aspects of the supply chain (to include inaccurate supply forecasts, poor asset visibility, and ineffective distribution). Therefore, GAO expanded the high-risk designation to "DoD supply chain management."

In 2005, to address the expanded concerns, the Department developed the *DoD Plan for Improvement in the GAO High Risk Area of Supply Chain Management with a Focus on Inventory Management and Distribution*. The plan developed a long-range strategic vision and Department-wide coordinated approach to improve the inventory management and distribution aspects of DoD's supply chain.

The plan has three focus areas:

- Asset Visibility:
  - Improve Asset Visibility across the Department. (Total Asset Visibility is the ability to provide timely and accurate information regarding the location, quantity, condition, movement, and status of DoD material assets.) Develop near-term goals to increase asset visibility and long-term goals to achieve total asset visibility.
  - More fully incorporate asset visibility into DoD's logistics business enterprise architecture and DoD's long-term logistics IT system modernization programs.

- Forecasting:
  - Improve Inventory Management (reduce unnecessary low-usage inventory, increase availability of high usage, and increase availability of critical inventory).
  - Update and improve material requirements process to accurately identify required war reserve stocks and computer models to more rapidly and accurately forecast wartime supply demand and items with long procurement lead times.
- Distribution:
  - Improve the timely and seamless flow of materiel in support of deployed forces.

Table A-1 lists the Plan's major initiatives and the focus areas to which they contribute:

Table A-1. Supply Chain Management High Risk Plan Initiatives

Initiative/Program	Visibility	Forecasting	Distribution
Radio Frequency Identification (RFID)	X	X	X
Item Unique Identification (IUID)	X	X	
Joint Regional Inventory Materiel Management (JRIMM)	X	X	X
Readiness Based Sparing (RBS)		X	
War Reserve Materiel Improvements		X	X
Commodity Management	X	X	
Joint Theater Logistics (JTL)	X		X
Joint Deployment and Distribution Operations Center (JDDOC)	X		X
Defense Transportation Coordination Initiative (DTCI)			X
Enterprise Transition Plan	X	X	X

This *Roadmap* subsumes the Supply Chain Management High Risk Plan.

- The War Reserve Materiel Improvements initiative has been completed.
- The Enterprise Transition Plan published by DoD's Business Transformation Agency addresses six business enterprise priorities—personnel visibility, acquisition visibility, common supplier engagement, materiel visibility, real property accountability, and financial visibility.
- The remaining initiatives in Table A-1 have been incorporated into this document.
    - The Joint Theater Logistics initiative has been replaced by the Theater Enterprise Deployment and Distribution (TED2) - Joint Deployment and Distribution Enterprise (JDDE) Common Theater-Level Joint D2 Control Capability Template.
    - Initiative descriptions appear in Volume 2 and progress will be reported through *Roadmap* updates.

Appendix B:
Logistics Joint Capability Area Lexicon

Tier 1 Capability Area Definition

Logistics

The ability to project and sustain a logistically ready joint force through the deliberate sharing of national and multi-national resources to effectively support operations, extend operational reach, and provide the joint force commander the freedom of action necessary to meet mission objectives.

Tier 2 and Subordinate Capability Area Definitions

Deployment and Distribution

The ability to plan, coordinate, synchronize, and execute force movement and sustainment tasks in support of military operations. Deployment and distribution includes the ability to strategically and operationally move forces and sustainment to the point of need and operate the Joint Deployment and Distribution Enterprise: (JL[D] JIC page 5 and pages 14-21)

- **Move the Force**—The ability to transport units, equipment and initial sustainment from the point of origin to the point of need and provide JDDE resources to augment or support operational movement requirements of the JFC. (JL[D] JIC page 16)
- **Sustain the Force**—The ability to deliver supplies, equipment and personnel replacements to the joint force. (JL[D] JIC page 17)
- **Operate the JDDE**—The ability to control, conduct and protect Joint Deployment Distribution Enterprise (JDDE) operations and accomplish necessary JDDE capability development activities to operate across the strategic, operational, and tactical continuum with integrated, robust, and responsive physical, information, communication, and financial networks. (JL[D] JIC page 11 and pages 18-21)

Supply

The ability to identify and select supply sources; schedule deliveries,; receive, verify, and transfer product; and authorize supplier payments. It includes the ability to see and manage inventory levels, capital assets, business rules, supplier networks and agreements (to include import requirements), as well as assessment of supplier performance:

- **Manage Supplies and Equipment**—The ability to maintain accountability and set retention levels of materiel and equipment.
- **Inventory Management**—The ability to control, cataloging, requirements forecasting, procurement scheduling, distribution, and overhaul (DX/RX) and disposal of materiel.
- **Manage Supplier Networks**—The ability to source requirements from the industrial base to meet routine and surge requirements.

Maintain

The ability to manufacture and retain or restore materiel in a serviceable condition:

- **Inspect**—The ability to determine faults or verify repairs or determine condition of an item of equipment based on established equipment maintenance and serviceability standards.
- **Test**—The ability to evaluate the operational condition of an end item or subsystem thereof against an established standard or performance parameter.
- **Service**—The ability to conduct preventive maintenance checks and scheduled maintenance to detect, correct or prevent minor faults before these faults cause serious damage, failure, or injury.
- **Repair**—The ability to restore an item to serviceable condition through correction of a specific failure or condition.
- **Rebuild**—The ability to recapitalize an item to a standard as nearly as possible to its original condition in appearance, performance, and life expectancy.
- **Calibration**—The ability to compare an instrument with an unverified accuracy to an instrument of known or greater accuracy to detect and correct any discrepancy in the accuracy of the unverified instrument.

Logistics Services

The ability to provide services and functions essential to the technical management and support of the joint force:

- **Food Service**—The ability to plan, synchronize, and manage subsistence support to the joint force to include dining facility management, subsistence procurement and storage, food preparation, field feeding, and nutrition awareness.
- **Water and Ice Service**—The ability to produce, test, store, and distribute bulk, packaged, and frozen water in an expeditionary environment.
- **Basecamp Services**—The ability to provide shelter, billeting, waste management, and common user life support management in an expeditionary environment.
- **Hygiene Services**—The ability to provide laundry, shower, textile, and fabric repair support.

Operational Contract Support

The ability to orchestrate and synchronize the provision of integrated contract support and management of contractor personnel providing that support to the joint force in a designated operational area:

- **Contract Support Integration**—The ability to synchronize and integrate contract support being executed in a designated operational area in support of the Joint Force.
- **Contractor Management**—The ability to manage and maintain visibility of associated contractor personnel providing support to the Joint Force in a designated operational area.

Engineering

The ability to execute and integrate combat, general, and geospatial engineering to meet national and JFC requirements to assure mobility, provide infrastructure to position, project, protect, and sustain the joint force, and enhance visualization of the operational area, across the full spectrum of military operations:

- **General Engineering**—The ability to employ engineering capabilities and activities, other than combat engineering, that modify, maintain, or protect the physical environment. Examples include the construction, repair, maintenance, and operation of infrastructure, facilities, lines of communication, and bases; terrain modification and repair; and selected explosive hazard activities. (J.P. 3-34)
- **Combat Engineering**—The ability to employ engineering capabilities and activities that support the maneuver of land combat forces and that require close support to those forces. Combat engineering consists of three types of capabilities and activities: mobility, countermobility, and survivability. (J.P. 3-34)
- **Geospatial Engineering**—The ability to portray and refine data pertaining to the geographic location and characteristics of natural or constructed features and boundaries in order to provide engineer services. Examples include terrain analyses, terrain visualization, digitized terrain products, nonstandard tailored map products, facility support, and force beddown analysis. (derived from J.P. 3-34)

Appendix C: Objectives with Supporting Initiatives and Programs

This appendix lists all objectives (and page numbers on which their stand-alone sections begin), followed by the initiatives and programs that support them, sorted by organization.

Objective 1.1: Efficient procurement processes (page 4-3)

Army

- Condition-Based Maintenance Plus
- Performance Based Logistics
- Product Lifecycle Management Plus
- Single Army Logistics Enterprise

Navy

- Fleet Modernization Planning (a.k.a. SHIPMAIN)
- Navy Enterprise Resource Planning
- Naval Tactical Command Support System

OSD: ADUSD(SCI)

- Commodity Management
- Readiness Based Sparing

Objective 1.2: Effective procurement processes (page 4-6)

Air Force

- Expeditionary Combat Support Systems

Army

- Performance Based Logistics
- Product Lifecycle Management Plus
- Single Army Logistics Enterprise

Navy

- Navy Enterprise Resource Planning
- Naval Tactical Command Support System

OSD: ADUSD(SCI)

- Commodity Management
- Readiness Based Sparing

Objective 1.3: Align maintenance operations metrics with warfighter outcomes (page 5-3)

Air Force

- Expeditionary Combat Support Systems
- Repair Enterprise–21st Century

Marine Corps

- Global Combat Support System-MC

Navy

- Fleet Modernization Planning (a.k.a. SHIPMAIN)
- Naval Tactical Command Support System

OSD: ADUSD(MPP)

- Aligning Maintenance Operations Metrics with Warfighter Outcomes
- Depot Maintenance Benchmarking

Objective 1.4: Use commercial transportation resources to the maximum extent practicable, integrated with organic resources (page 6-3)

Air Force

- C-17
- Halvorsen Loader
- KC-135 GATM Upgrade Program

Army

- Advanced Aviation Forward Area Refueling System
- Assault Hoseline System
- Distribution Systems, Petroleum and Water
- Fuel System Supply Point

Marine Corps

- Global Combat Support System-MC

OSD: ADUSD(SCI)

- Radio Frequency Identification

OSD: ADUSD(TP)

- Civil Reserve Air Fleet Viability
- Commercial Airlift Contingency Plans
- Container Management

USJFCOM

- Adaptive Planning and Execution for Logistics

USTRANSCOM

- Agile Transportation for the 21st Century
- Joint Task Force - Port Opening Aerial Port of Debarkation and Seaport of Debarkation

Objective 1.5: Adopt enterprise-wide metrics that promote common goals and interoperability (page 3-3)

Army

- Automatic Identification Technology (AIT)-Radio Frequency In-Transit Visibility (RF-ITV)
- Aviation Mission Planning System
- Battle Command Sustainment and Support System
- Combat Service Support Automated Information Systems Interface
- Common Logistics Operating Environment Army Integrated Logistics Architecture
- Logistics Information Warehouse (incl. ILAP and LIDB)
- Logistics Modernization Program

- Movement Tracking System
- Property Book Unit Supply Enhanced
- Single Army Logistics Enterprise
- Standard Army Ammunition System - Modernization
- Standard Army Retail Supply System
- Transportation Coordinators'-Automated Information for Movements System II
- Unique Identification and Serialized Item Management
- Unit Level Logistics Systems - Aviation
- Very Small Aperture Terminal

Marine Corps

- Automatic Identification Technology
- Autonomic Logistics
- Global Combat Support System-MC
- Unique Identification
- USMC Enterprise Total Life Management

Navy

- Fleet Modernization Planning (a.k.a. SHIPMAIN)
- Naval Tactical Command Support System
- Navy Enterprise Resource Planning
- Ordnance Information System

OSD: ADUSD(MPP)

- Aligning Maintenance Operations Metrics with Warfighter Outcomes
- Depot Maintenance Benchmarking

OSD: ADUSD(SCI)

- Item Unique Identification

USJFCOM

- Adaptive Planning and Execution for Logistics
- Joint Contingency Contracting Support Office

- Joint Experimental Deployment and Support

Objective 1.6: Develop and implement a DoD Logistics Human Capital Strategic Plan for a competency-based enterprise logistics workforce (page 3-15)

Marine Corps

- Logistics Modernization

OSD: ADUSD(SCI)

- DoD Human Capital Strategy

USJFCOM

- Joint Contingency Contracting Support Office

Objective 2.1: Visibility into customer materiel requirements and available resources to meet those needs (page 4-10)

Air Force

- Air Force Fuels, Vehicles, and Equipment Support Agency
- Air Force Global Logistics Support Center
- Expeditionary Combat Support Systems
- Global Ammunition Control Point
- Logistics Installations Mission Support - Enterprise View

Army

- Battle Command Sustainment and Support System
- Common Logistics Operating Environment Army Integrated Logistics Architecture
- Global Combat Support System -Army
- Property Book Unit Supply Enhanced
- Single Army Logistics Enterprise

DLA

- Base Realignment and Closure
- Base Realignment and Closure - Commodity Management
- Base Realignment and Closure - Depot Level Reparable Management Consolidation and Consumable Item Transfer
- Base Realignment and Closure - Supply, Storage and Distribution Management Reconfiguration

Marine Corps

- Global Combat Support System-MC
- Logistics Modernization

Navy

- Fleet Modernization Planning (a.k.a. SHIPMAIN)
- Logistics Common Operating Picture
- Navy Enterprise Resource Planning
- Naval Tactical Command Support System
- Ordnance 2D Barcodes
- Ordnance Information System

OSD: ADUSD(SCI)

- Commodity Management
- Radio Frequency Identification

USTRANSCOM

- Director of Mobility Forces- Surface
- Joint Deployment Distribution Operations Center
- Theater Enterprise Deployment and Distribution - Joint Deployment and Distribution Enterprise Common Theater-Level Joint D2 Control Capability Template

Objective 2.2: Visibility of emerging maintenance workload and in-process resources to meet customer requirements (page 5-6)

Air Force

- Expeditionary Combat Support Systems

Army

- Common Logistics Operating Environment Army Integrated Logistics Architecture
- Condition-Based Maintenance Plus
- Single Army Logistics Enterprise
- Standard Army Ammunition System - Modernization
- Standard Army Retail Supply System
- Unit Level Logistics Systems–Aviation

Marine Corps

- Automatic Identification Technology
- Autonomic Logistics
- Global Combat Support System-MC
- USMC Enterprise Total Life Cycle Management

Navy

- Automatic Identification Technology
- Consolidated Automated Support System
- Fleet Modernization Planning (a.k.a. SHIPMAIN)
- Naval Tactical Command Support System

OSD: ADUSD(MPP)

- Aligning Maintenance Operations Metrics with Warfighter Outcomes
- Item Unique Identification (IUID) - Serialized Item Management (SIM) in Maintenance

USTRANSCOM

- Automatic Identification Technology/Radio Frequency Identification

Objective 2.3: Visibility of in-transit, in-storage, and in-process units and materiel for optimized movement planning and execution (page 6-8)

Air Force

- Air Force Fuels, Vehicles, and Equipment Support Agency
- Air Force Global Logistics Support Center
- Automatic Identification Technology
- Cargo Movement Operating System
- Expeditionary Combat Support Systems
- Global Ammunition Control Point

Army

- Combat Service Support Automated Information Systems Interface
- Common Logistics Operating Environment Army Integrated Logistics Architecture
- Logistics Information Warehouse (incl. ILAP and LIDB)

- Movement Tracking System
- Property Book Unit Supply Enhanced
- Single Army Logistics Enterprise
- Transportation Coordinators'-Automated Information for Movements System II
- Unit Level Logistics Systems–Aviation

DLA

- Base Realignment and Closure
- Base Realignment and Closure - Commodity Management
- Base Realignment and Closure - Depot Level Reparable Management Consolidation and Consumable Item Transfer
- Base Realignment and Closure - Supply, Storage and Distribution Management Reconfiguration

Marine Corps

- Global Combat Support System-MC
- Unique Identification

Navy

- Naval Tactical Command Support System

OSD: ADUSD(MPP)

- Item Unique Identification (IUID) - Serialized Item
- Management (SIM) in Maintenance

OSD: ADUSD(SCI)

- Item Unique Identification
- Radio Frequency Identification

OSD: ADUSD(TP)

- Container Management

USTRANSCOM

- Agile Transportation for the 21st Century
- Automatic Identification Technology/Radio Frequency Identification
- Director of Mobility Forces-Surface
- Integrated Data Environment/Global Transportation Network Convergence

- Joint Deployment Distribution Operations Center
- Joint Task Force - Port Opening Aerial Port of Debarkation and Seaport of Debarkation
- Theater Enterprise Deployment and Distribution - Joint Deployment and Distribution Enterprise Common Theater-Level Joint D2 Control Capability Template

Objective 2.4: Implement information technology strategies for improved visibility and interoperability (page 3-17)

Air Force

- Automatic Identification Technology
- Expeditionary Combat Support System

Army

- Automatic Identification Technology (AIT)-Radio Frequency In-Transit Visibility (RF-ITV)
- Combat Service Support Automated Information Systems Interface
- Common Logistics Operating Environment Army Integrated Logistics Architecture
- Condition-Based Maintenance Plus
- CSS Transformation and Modularity
- Very Small Aperture Terminal

Marine Corps

- Global Combat Support System-MC
- Unique Identification

Navy

- Logistics Common Operating Picture
- Naval Tactical Command Support System
- Navy Enterprise Resource Planning

OSD: ADUSD(MPP)

- Item Unique Identification (IUID) - Serialized Item Management (SIM) in Maintenance

OSD: ADUSD(SCI)

- Item Unique Identification

USJFCOM

- Joint Experimentation Deployment and Support

Objective 2.5: Enable a single authoritative data set for informed logistics decision making (page 3-23)

Air Force

- Expeditionary Combat Support Systems
- Logistics Installations Mission Support - Enterprise View

Army

- Battle Command Sustainment and Support System
- Common Logistics Operating Environment Army Integrated Logistics Architecture
- Condition-Based Maintenance Plus
- CSS Transformation and Modularity
- Logistics Modernization Program
- Single Army Logistics Enterprise

Marine Corps

- Logistics Modernization

Navy

- Department of the Navy Life Cycle Item Identification
- Logistics Common Operating Picture
- Naval Tactical Command Support System

OSD: ADUSD(SCI)

- Commodity Management

OSD: ADUSD(MPP)

- Transportation Payment Business Rules

USTRANSCOM

- Integrated Data Environment/Global Transportation Network Convergence

Objective 3.1: Affordable availability in both peacetime and war (page 4-18)

Air Force

- Air Force Fuels, Vehicles, and Equipment Support Agency
- Air Force Global Logistics Support Center

- Aircraft Availability Improvement Program
- Automatic Identification Technology
- Global Ammunition Control Point

Army

- Army Prepositioned Stocks & Army Fleet Support
- Condition-Based Maintenance Plus

DLA

- Base Realignment and Closure
- Base Realignment and Closure - Commodity Management
- Base Realignment and Closure - Depot Level Reparable Management Consolidation and Consumable Item Transfer
- Base Realignment and Closure - Supply, Storage and Distribution Management Reconfiguration
- Joint Regional Inventory Materiel Management

Marine Corps

- Autonomic Logistics
- Sense and Respond Logistics
- Unique Identification
- USMC Enterprise Total Life Cycle Management

Navy

- Automatic Identification Technology
- Consolidated Automated Support System
- Fleet Modernization Planning (a.k.a. SHIPMAIN)
- Independent Logistics Assessments
- Logistics Common Operating Picture
- Naval Tactical Command Support System
- Ordnance Information System

OSD: ADUSD(MPP)

- Item Unique Identification (IUID) - Serialized Item Management (SIM) in Maintenance

OSD: ADUSD(SCI)

- Commodity Management
- Item Unique Identification (IUID)
- Readiness Based Sparing (RBS)

USTRANSCOM

- Defense Transportation Coordination Initiative
- Integrated Data Environment/Global Transportation Network Convergence

Objective 3.2: Retrograde and disposal processes aligned to Department's needs (page 4-25)

Air Force

- Air Force Fuels, Vehicles, and Equipment Support Agency
- Air Force Global Logistics Support Center
- Automatic Identification Technology
- Global Ammunition Control Point

Army

- Automatic Identification Technology (AIT)-Radio Frequency In-Transit Visibility (RF-ITV)
- Unique Identification and Serialized Item Management

Marine Corps

- Autonomic Logistics
- Unique Identification

Navy

- Automatic Identification Technology
- Naval Tactical Command Support System
- Ordnance Information System

OSD: ADUSD(MPP)

- Item Unique Identification (IUID) - Serialized Item Management (SIM) in Maintenance

OSD: ADUSD(SCI)

- Item Unique Identification (IUID)

Objective 3.3: Identify and sustain requisite core maintenance capability (page 5-12)

Air Force

- Repair Enterprise–21st Century

Army

- Automatic Identification Technology (AIT)-Radio Frequency In-Transit Visibility (RF-ITV)
- Condition-Based Maintenance Plus
- Single Army Logistics Enterprise
- Standard Army Maintenance System
- Standard Army Retail Supply System
- Unit Level Logistics Systems–Aviation

Navy

- Consolidated Automated Support System
- Fleet Modernization Planning (a.k.a. SHIPMAIN)
- Naval Tactical Command Support System

Objective 3.4: Sustain a highly capable, mission-ready maintenance workforce (page 5-16)

Air Force

- Repair Enterprise–21st Century

Army

- Advanced Aviation Forward Area Refueling System
- Assault Hoseline System
- Condition-Based Maintenance Plus
- Distribution Systems, Petroleum and Water
- Fuel System Supply Point
- Next Generation Automatic Test System

Navy

- Fleet Modernization Planning (a.k.a. SHIPMAIN)

- Naval Tactical Command Support System

Objective 3.5: Ensure an adequate infrastructure to execute assigned maintenance workload (page 5-19)

Army

- Single Army Logistics Enterprise

Air Force

- Expeditionary Combat Support Systems
- Repair Enterprise–21st Century

Army

- Future Combat System - Field Recovery and Maintenance Vehicle
- Maintenance Support Device - Version II
- Standard Army Maintenance System

Marine Corps

- Automatic Identification Technology
- USMC Enterprise Total Life Cycle Management

Navy

- Fleet Modernization Planning (a.k.a. SHIPMAIN)

Objective 3.6: Continuously improve availability, quality, flow days, and cost of maintenance operations worldwide (page 5-22)

Air Force

- Air Force Smart Operations for the 21st Century

Army

- Automatic Identification Technology (AIT)-Radio Frequency In-Transit Visibility (RF-ITV)
- Condition-Based Maintenance Plus
- Forward Repair System (FRS)
- Future Combat System–Multi-function Utility/Logistics Equipment
- Maintenance Support Device - Version II
- Next Generation Automatic Test System

- Shop Equipment Contact Maintenance-Light Weight
- Shop Equipment Welding Trailer
- Single Army Logistics Enterprise
- Standard Army Retail Supply System
- Standard Automotive Tool Set
- Unique Identification and Serialized Item Management
- Unit Level Logistics Systems–Aviation

Marine Corps

- USMC Enterprise Total Life Cycle Management

Navy

- Consolidated Automated Support System
- Fleet Modernization Planning (a.k.a. SHIPMAIN)
- Naval Tactical Command Support System

OSD: ADUSD(MPP)

- Condition Based Maintenance Plus
- Depot Maintenance Benchmarking

Objective 3.7: In conjunction with Systems Engineering, become the advocate for the design and production of reliable weapons systems and equipment (page 5-29)

Air Force

- KC-X Tanker Replacement Program

Army

Condition-Based Maintenance Plus

Marine Corps

- Automatic Identification Technology
- Sense and Respond Logistics

Navy

- C-9 Replacement Program
- Joint High Speed Intra-Theater Surface Lift

- KC-130J
- Maritime Prepositioning Force (Future) (Mobile Landing Platforms/Auxiliary Cargo & Ammo Ships (T-AKE)

OSD: ADUSD(MPP)

- Aligning Maintenance Operations Metrics with Warfighter Outcomes

Objective 3.8: Establish a seamless process between deployment and sustainment phases (page 6-17)

Air Force

- Air Force Fuels, Vehicles, and Equipment Support Agency
- Air Force Global Logistics Support Center
- Automatic Identification Technology
- Expeditionary Combat Support Systems
- Global Ammunition Control Point

Army

- Automatic Identification Technology (AIT)-Radio Frequency In-Transit Visibility (RF-ITV)
- Integrated Logistics Aerial Resupply
- Single Army Logistics Enterprise
- Unique Identification and Serialized Item Management

DLA

- Joint Regional Inventory Materiel Management

Marine Corps

- Automatic Identification Technology
- Autonomic Logistics
- Unique Identification

Navy

- Distance Support
- Fleet Modernization Planning (a.k.a. SHIPMAIN)
- Lewis and Clark Class (T-AKE) Dry Cargo/Ammunition Ship

- Maritime Prepositioning Force (Future) (Mobile Landing Platforms/Auxiliary Cargo & Ammo Ships (T-AKE)
- Naval Tactical Command Support System
- Navy Enterprise Resource Planning
- Ordnance 2D Barcodes

OSD: ADUSD(MPP)

- Item Unique Identification (IUID) - Serialized Item Management (SIM) in Maintenance

OSD: ADUSD(SCI)

- Item Unique Identification (IUID)
- Radio Frequency Identification

USJFCOM

- Adaptive Planning and Execution for Logistics
- Multinational Coalition (MNC) and Interagency (IA) Deployment Planning & Movement Execution Process Improvements
- Single Load Planning Capability

USTRANSCOM

- Agile Transportation for the 21st Century
- Automatic Identification Technology/Radio Frequency Identification
- Director of Mobility Forces-Surface
- Integrated Data Environment/Global Transportation Network Convergence
- Joint Deployment Distribution Operations Center (JDDOC)
- Joint Task Force - Port Opening Aerial Port of Debarkation and Seaport of Debarkation
- Theater Enterprise Deployment and Distribution - Joint Deployment and Distribution Enterprise Common Theater-Level Joint D2 Control Capability Template

Objective 3.9: Position stock and warehouse to provide effective and efficient readiness (page 6-27)

Air Force

- Air Force Global Logistics Support Center
- Global Ammunition Control Point

Army

- Army Prepositioned Stocks & Army Fleet Support
- Single Army Logistics Enterprise
- Standard Army Ammunition System - Modernization
- Standard Army Retail Supply System
- Unit Level Logistics Systems–Aviation

DLA

- Joint Regional Inventory Materiel Management

Navy

- Automatic Identification Technology
- Distance Support
- Lewis and Clark Class (T-AKE) Dry Cargo/Ammunition Ship
- Maritime Prepositioning Force (Future) Mobile Landing Platforms/Auxiliary Cargo & Ammo Ships (T-AKE)
- Naval Tactical Command Support System
- Ordnance Information System

OSD: ADUSD(SCI)

- Radio Frequency Identification

USJFCOM

- Adaptive Planning and Execution for Logistics

USTRANSCOM

- Automatic Identification Technology/Radio Frequency Identification
- Theater Enterprise Deployment and Distribution - Joint Deployment and Distribution Enterprise Common Theater-Level Joint D2 Control Capability Template

Objective 3.10: Optimize transportation network (page 6-32)

Air Force

- Air Force Fuels, Vehicles, and Equipment Support Agency
- C-130 Avionics Modernization Program
- C-130J Hercules

- C-17
- C-5 Avionics Modernization Program
- C-5 Reliability Enhancement Re-engining Program
- Cargo Movement Operating System
- Expeditionary Combat Support Systems
- Halvorsen Loader
- KC-135 GATM Upgrade Program
- KC-X Tanker Replacement Program

Army

- All Terrain Lifter, Army System
- Army Watercraft Modifications
- Automatic Identification Technology (AIT)-Radio Frequency In-Transit Visibility (RF-ITV)
- Battle Command Sustainment and Support System
- CH-47 Cargo Helicopter Mods
- Family of Heavy Tactical Vehicles
- Family of Medium Tactical Vehicles
- Future Combat System–Multi-function Utility/Logistics Equipment
- Integrated Logistics Aerial Resupply
- Joint High Speed Vessel
- Movement Tracking System
- Palletized Load System
- Rough Terrain Container Handler
- Single Army Logistics Enterprise
- Transportation Coordinators'-Automated Information for Movements System II
- Truck, Tractor, Line Haul, M915/M916

Navy

- C-9 Replacement Program
- Distance Support
- Joint High Speed Intra-Theater Surface Lift

- KC-130J
- Lewis and Clark Class (T-AKE) Dry Cargo/Ammunition Ship
- Maritime Prepositioning Force (Future) Mobile Landing Platforms/Auxiliary Cargo & Ammo Ships (T-AKE)
- Navy Enterprise Resource Planning

OSD: ADUSD(SCI)

Radio Frequency Identification

OSD: ADUSD(TP)

- Arms Ammunition and Explosives Carrier Screening Initiative
- Commercial Airlift in Contingency Plans
- Container Management
- Overseas Ship Repair Policy Review
- Transportation Payment Business Rules

USTRANSCOM

- Agile Transportation for the 21st Century
- Defense Transportation Coordination Initiative
- Director of Mobility Forces-Surface
- Joint Deployment Distribution Operations Center (JDDOC)
- Joint Task Force - Port Opening Aerial Port of Debarkation and Seaport of Debarkation
- Theater Enterprise Deployment and Distribution - Joint Deployment and Distribution Enterprise Common Theater-Level Joint D2 Control Capability Template

Objective 3.11: Drive acquisition processes to focus on sustainment key performance parameter (KPP) and key system attributes (KSAs) as well as implementation of Performance Based Logistics (PBL) strategies (page 3-28)

Air Force

- KC-X Tanker Replacement Program

Army

- Condition-Based Maintenance Plus
- Performance Based Logistics
- Single Army Logistics Enterprise

- Standard Army Ammunition System–Modernization

Navy

- C-9 Replacement Program
- Independent Logistics Assessments
- Joint High Speed Intra-Theater Surface Lift
- KC-130J
- Logistics Common Operating Picture
- Naval Tactical Command Support System

OSD: ADUSD(MPP)

- Condition Based Maintenance Plus

OSD: ADUSD(SCI)

- Commodity Management

Appendix D: Initiatives and Programs with Supported Objectives

This appendix lists all initiatives and programs, sorted by organization, followed by the objectives they support (and page numbers on which the objective stand-alone sections begin).

Air Force

Air Force Fuels, Vehicles, and Equipment Support Agency (AFFVESA)

- Objective 2.1: Visibility into customer materiel requirements and available resources to meet those needs (page 4-10)
- Objective 2.3: Visibility of in-transit, in-storage, and in-process units and materiel for optimized movement planning and execution (page 6-8)
- Objective 3.1: Affordable availability in both peacetime and war (page 4-18)
- Objective 3.2: Retrograde and disposal processes aligned to Department's needs (page 4-25)
- Objective 3.8: Establish a seamless process between deployment and sustainment phases (page 6-17)
- Objective 3.10: Optimize transportation network (page 6-32)

Air Force Global Logistics Support Center (AFGLSC)

- Objective 2.1: Visibility into customer materiel requirements and available resources to meet those needs (page 4-10)
- Objective 2.3: Visibility of in-transit, in-storage, and in-process units and materiel for optimized movement planning and execution (page 6-8)
- Objective 3.1: Affordable availability in both peacetime and war (page 4-18)
- Objective 3.2: Retrograde and disposal processes aligned to Department's needs (page 4-25)
- Objective 3.8: Establish a seamless process between deployment and sustainment phases (page 6-17)
- Objective 3.9: Position stock and warehouse to provide effective and efficient readiness (page 6-27)

Air Force Smart Operations for the 21st Century

- Objective 3.6: Continuously improve availability, quality, flow days, and cost of maintenance operations worldwide (page 5-22)

Aircraft Availability Improvement Program (AAIP)

- Objective 3.1: Affordable availability in both peacetime and war (page 4-18)

Automatic Identification Technology (AIT)

- Objective 2.3: Visibility of in-transit, in-storage, and in-process units and materiel for optimized movement planning and execution (page 6-8)
- Objective 2.4: Implement information technology strategies for improved visibility and interoperability (page 3-17)
- Objective 3.1: Affordable availability in both peacetime and war (page 4-18)
- Objective 3.2: Retrograde and disposal processes aligned to Department's needs (page 4-25)
- Objective 3.8: Establish a seamless process between deployment and sustainment phases (page 6-17)

C-130 Avionics Modernization Program (AMP)

- Objective 3.10: Optimize transportation network (page 6-32)

C-130J Hercules

- Objective 3.10: Optimize transportation network (page 6-32)

C-17

- Objective 1.4: Use commercial transportation resources to the maximum extent practicable, integrated with organic resources (page 6-3)
- Objective 3.10: Optimize transportation network (page 6-32)

C-5 Avionics Modernization Program (AMP)

- Objective 3.10: Optimize transportation network (page 6-32)

C-5 Reliability Enhancement Re-engining Program (RERP)

- Objective 3.10: Optimize transportation network (page 6-32)

Cargo Movement Operating System (CMOS)

- Objective 2.3: Visibility of in-transit, in-storage, and in-process units and materiel for optimized movement planning and execution (page 6-8)
- Objective 3.10: Optimize transportation network (page 6-32)

Expeditionary Combat Support Systems (ECSS)

- Objective 1.2: Effective procurement processes (page 4-6)
- Objective 1.3: Align maintenance operations metrics with warfighter outcomes (page 5-3)
- Objective 2.1: Visibility into customer materiel requirements and available resources to meet those needs (page 4-10)
- Objective 2.2: Visibility of emerging maintenance workload and in-process resources to meet customer requirements (page 5-6)

- Objective 2.3: Visibility of in-transit, in-storage, and in-process units and materiel for optimized movement planning and execution (page 6-8)
- Objective 2.4: Implement information technology strategies for improved visibility and interoperability (page 3-17)
- Objective 2.5: Enable a single authoritative data set for informed logistics decision making (page 3-23)
- Objective 3.5: Ensure an adequate infrastructure to execute assigned maintenance workload (page 5-19)
- Objective 3.8: Establish a seamless process between deployment and sustainment phases (page 6-17)
- Objective 3.10: Optimize transportation network (page 6-32)

Global Ammunition Control Point (GACP)

- Objective 2.1: Visibility into customer materiel requirements and available resources to meet those needs (page 4-10)
- Objective 2.3: Visibility of in-transit, in-storage, and in-process units and materiel for optimized movement planning and execution (page 6-8)
- Objective 3.1: Affordable availability in both peacetime and war (page 4-18)
- Objective 3.2: Retrograde and disposal processes aligned to Department's needs (page 4-25)
- Objective 3.8: Establish a seamless process between deployment and sustainment phases (page 6-17)

Halvorsen Loader

- Objective 1.4: Use commercial transportation resources to the maximum extent practicable, integrated with organic resources (page 6-3)
- Objective 3.10: Optimize transportation network (page 6-32)

KC-135 GATM Upgrade Program

- Objective 1.4: Use commercial transportation resources to the maximum extent practicable, integrated with organic resources (page 6-3)
- Objective 3.10: Optimize transportation network (page 6-32)

KC-X Tanker Replacement Program

- Objective 3.7: In conjunction with Systems Engineering, become the advocate for the design and production of reliable weapons systems and equipment (page 5-29)
- Objective 3.10: Optimize transportation network (page 6-32)
- Objective 3.11: Drive acquisition processes to focus on sustainment key performance parameter (KPP) and key system attributes (KSAs) as well as implementation of Performance Based Logistics (PBL) strategies (page 3-28)

Logistics Installations Mission Support - Enterprise View (LIMS-EV)

- Objective 2.1: Visibility into customer materiel requirements and available resources to meet those needs (page 4-10)
- Objective 2.5: Enable a single authoritative data set for informed logistics decision making (page 3-23)

Repair Enterprise - 21st Century (RE21)

- Objective 1.3: Align maintenance operations metrics with warfighter outcomes (page 5-3)
- Objective 3.3: Identify and sustain requisite core maintenance capability (page 5-12)
- Objective 3.4: Sustain a highly capable, mission-ready maintenance workforce (page 5-16)
- Objective 3.5: Ensure an adequate infrastructure to execute assigned maintenance workload (page 5-19)

Army

Advanced Aviation Forward Area Refueling System (AAFARS)

- Objective 1.4: Use commercial transportation resources to the maximum extent practicable, integrated with organic resources (page 6-3)
- Objective 3.4: Sustain a highly capable, mission-ready maintenance workforce (page 5-16)

All Terrain Lifter, Army System (ATLAS)

- Objective 3.10: Optimize transportation network (page 6-32)

Army Prepositioned Stocks (APS) & Army Fleet Support (AFS)

- Objective 3.1: Affordable availability in both peacetime and war (page 4-18)
- Objective 3.9: Position stock and warehouse to provide effective and efficient readiness (page 6-27)

Army Watercraft Modifications

- Objective 3.10: Optimize transportation network (page 6-32)

Assault Hoseline System (AHS)

- Objective 1.4: Use commercial transportation resources to the maximum extent practicable, integrated with organic resources (page 6-3)
- Objective 3.4: Sustain a highly capable, mission-ready maintenance workforce (page 5-16)

Automatic Identification Technology (AIT)-Radio Frequency In-Transit Visibility (RF-ITV)

- Objective 1.5: Adopt enterprise-wide metrics that promote common goals and interoperability (page 3-3)
- Objective 2.4: Implement information technology strategies for improved visibility and interoperability (page 3-17)
- Objective 3.2: Retrograde and disposal processes aligned to Department's needs (page 4-25)

- Objective 3.3: Identify and sustain requisite core maintenance capability (page 5-12)
- Objective 3.6: Continuously improve availability, quality, flow days, and cost of maintenance operations worldwide (page 5-22)
- Objective 3.8: Establish a seamless process between deployment and sustainment phases (page 6-17)
- Objective 3.10: Optimize transportation network (page 6-32)

Aviation Mission Planning System

- Objective 1.5: Adopt enterprise-wide metrics that promote common goals and interoperability (page 3-3)

Battle Command Sustainment and Support System (BCS3)

- Objective 1.5: Adopt enterprise-wide metrics that promote common goals and interoperability (page 3-3)
- Objective 2.1: Visibility into customer materiel requirements and available resources to meet those needs (page 4-10)
- Objective 2.5: Enable a single authoritative data set for informed logistics decision making (page 3-23)
- Objective 3.10: Optimize transportation network (page 6-32)

CH-47 Cargo Helicopter Mods

- Objective 3.10: Optimize transportation network (page 6-32)

Combat Service Support Automated Information Systems Interface (CAISI)

- Objective 1.5: Adopt enterprise-wide metrics that promote common goals and interoperability (page 3-3)
- Objective 2.4: Implement information technology strategies for improved visibility and interoperability (page 3-17)

Common Logistics Operating Environment (CLOE) Army Integrated Logistics Architecture (AILA)

- Objective 1.5: Adopt enterprise-wide metrics that promote common goals and interoperability (page 3-3)
- Objective 2.1: Visibility into customer materiel requirements and available resources to meet those needs (page 4-10)
- Objective 2.2: Visibility of emerging maintenance workload and in-process resources to meet customer requirements (page 5-6)
- Objective 2.3: Visibility of in-transit, in-storage, and in-process units and materiel for optimized movement planning and execution (page 6-8)
- Objective 2.4: Implement information technology strategies for improved visibility and interoperability (page 3-17)
- Objective 2.5: Enable a single authoritative data set for informed logistics decision making (page 3-23)

Condition-Based Maintenance Plus (CBM+)

- Objective 1.1: Efficient procurement processes (page 4-3)
- Objective 2.2: Visibility of emerging maintenance workload and in-process resources to meet customer requirements (page 5-6)
- Objective 2.4: Implement information technology strategies for improved visibility and interoperability (page 3-17)
- Objective 2.5: Enable a single authoritative data set for informed logistics decision making (page 3-23)
- Objective 3.1: Affordable availability in both peacetime and war (page 4-18)
- Objective 3.3: Identify and sustain requisite core maintenance capability (page 5-12)
- Objective 3.4: Sustain a highly capable, mission-ready maintenance workforce (page 5-16)
- Objective 3.6: Continuously improve availability, quality, flow days, and cost of maintenance operations worldwide (page 5-22)
- Objective 3.7: In conjunction with Systems Engineering, become the advocate for the design and production of reliable weapons systems and equipment (page 5-29)
- Objective 3.11: Drive acquisition processes to focus on sustainment key performance parameter (KPP) and key system attributes (KSAs) as well as implementation of Performance Based Logistics (PBL) strategies (page 3-28)

CSS Transformation and Modularity

- Objective 2.4: Implement information technology strategies for improved visibility and interoperability (page 3-17)
- Objective 2.5: Enable a single authoritative data set for informed logistics decision making (page 3-23)

Distribution Systems, Petroleum and Water

- Objective 1.4: Use commercial transportation resources to the maximum extent practicable, integrated with organic resources (page 6-3)
- Objective 3.4: Sustain a highly capable, mission-ready maintenance workforce (page 5-16)

Family of Heavy Tactical Vehicles (FHTV)

- Objective 3.10: Optimize transportation network (page 6-32)

Family of Medium Tactical Vehicles (FMTV)

- Objective 3.10: Optimize transportation network (page 6-32)

Forward Repair System (FRS)

- Objective 3.6: Continuously improve availability, quality, flow days, and cost of maintenance operations worldwide (page 5-22)

Fuel System Supply Point (FSSP)

- Objective 1.4: Use commercial transportation resources to the maximum extent practicable, integrated with organic resources (page 6-3)
- Objective 3.4: Sustain a highly capable, mission-ready maintenance workforce (page 5-16)

Future Combat System (FCS) - Field Recovery and Maintenance Vehicle (FRMV)

- Objective 3.5: Ensure an adequate infrastructure to execute assigned maintenance workload (page 5-19)

Future Combat System (FCS) - Multifunction Utility/Logistics Equipment (MULE)

- Objective 3.6: Continuously improve availability, quality, flow days, and cost of maintenance operations worldwide (page 5-22)
- Objective 3.10: Optimize transportation network (page 6-32)

Global Combat Support System-Army Field/Tactical (GCSS-Army (F/T)

- Objective 2.1: Visibility into customer materiel requirements and available resources to meet those needs (page 4-10)

Integrated Logistics Aerial Resupply (ILAR)

- Objective 3.8: Establish a seamless process between deployment and sustainment phases (page 6-17)
- Objective 3.10: Optimize transportation network (page 6-32)

Joint High Speed Vessel (JHSV) - A

- Objective 3.10: Optimize transportation network (page 6-32)

Logistics Information Warehouse (incl. ILAP and LIDB)

- Objective 1.5: Adopt enterprise-wide metrics that promote common goals and interoperability (page 3-3)
- Objective 2.3: Visibility of in-transit, in-storage, and in-process units and materiel for optimized movement planning and execution (page 6-8)

Logistics Modernization Program (LMP)

- Objective 1.5: Adopt enterprise-wide metrics that promote common goals and interoperability (page 3-3)
- Objective 2.5: Enable a single authoritative data set for informed logistics decision making (page 3-23)

Maintenance Support Device (MSD) - Version II

- Objective 3.5: Ensure an adequate infrastructure to execute assigned maintenance workload (page 5-19)
- Objective 3.6: Continuously improve availability, quality, flow days, and cost of maintenance operations worldwide (page 5-22)

Movement Tracking System (MTS)

- Objective 1.5: Adopt enterprise-wide metrics that promote common goals and interoperability (page 3-3)
- Objective 2.3: Visibility of in-transit, in-storage, and in-process units and materiel for optimized movement planning and execution (page 6-8)
- Objective 3.10: Optimize transportation network (page 6-32)

Next Generation Automatic Test System (NGATS)

- Objective 3.4: Sustain a highly capable, mission-ready maintenance workforce (page 5-16)
- Objective 3.6: Continuously improve availability, quality, flow days, and cost of maintenance operations worldwide (page 5-22)

Palletized Load System (PLS)

- Objective 3.10: Optimize transportation network (page 6-32)

Performance Based Logistics (PBL)

- Objective 1.1: Efficient procurement processes (page 4-3)
- Objective 1.2: Effective procurement processes (page 4-6)
- Objective 3.11: Drive acquisition processes to focus on sustainment key performance parameter (KPP) and key system attributes (KSAs) as well as implementation of Performance Based Logistics (PBL) strategies (page 3-28)

Product Lifecycle Management Plus (PLM+)

- Objective 1.1: Efficient procurement processes (page 4-3)
- Objective 1.2: Effective procurement processes (page 4-6).

Property Book Unit Supply Enhanced (PBUSE)

- Objective 1.5: Adopt enterprise-wide metrics that promote common goals and interoperability (page 3-3)
- Objective 2.1: Visibility into customer materiel requirements and available resources to meet those needs (page 4-10)
- Objective 2.3: Visibility of in-transit, in-storage, and in-process units and materiel for optimized movement planning and execution (page 6-8)

Rough Terrain Container Handler (RTCH)

- Objective 3.10: Optimize transportation network (page 6-32)

Shop Equipment Contact Maintenance-Light Weight (SECM-LW)

- Objective 3.6: Continuously improve availability, quality, flow days, and cost of maintenance operations worldwide (page 5-22)

Shop Equipment Welding Trailer (SEW)

- Objective 3.6: Continuously improve availability, quality, flow days, and cost of maintenance operations worldwide (page 5-22)

Single Army Logistics Enterprise (SALE)

- Objective 1.1: Efficient procurement processes (page 4-3)
- Objective 1.2: Effective procurement processes (page 4-6)
- Objective 1.5: Adopt enterprise-wide metrics that promote common goals and interoperability (page 3-3)
- Objective 2.1: Visibility into customer materiel requirements and available resources to meet those needs (page 4-10)
- Objective 2.2: Visibility of emerging maintenance workload and in-process resources to meet customer requirements (page 5-6)
- Objective 2.3: Visibility of in-transit, in-storage, and in-process units and materiel for optimized movement planning and execution (page 6-8)
- Objective 2.5: Enable a single authoritative data set for informed logistics decision making (page 3-23)
- Objective 3.3: Identify and sustain requisite core maintenance capability (page 5-12)
- Objective 3.5: Ensure an adequate infrastructure to execute assigned maintenance workload (page 5-19)
- Objective 3.6: Continuously improve availability, quality, flow days, and cost of maintenance operations worldwide (page 5-22)
- Objective 3.8: Establish a seamless process between deployment and sustainment phases (page 6-17)
- Objective 3.9: Position stock and warehouse to provide effective and efficient readiness (page 6-27)
- Objective 3.10: Optimize transportation network (page 6-32)
- Objective 3.11: Drive acquisition processes to focus on sustainment key performance parameter (KPP) and key system attributes (KSAs) as well as implementation of Performance Based Logistics (PBL) strategies (page 3-28)

Standard Army Ammunition System - Modernization (SAAS-MOD)

- Objective 1.5: Adopt enterprise-wide metrics that promote common goals and interoperability (page 3-3)
- Objective 3.9: Position stock and warehouse to provide effective and efficient readiness (page 6-27)
- Objective 3.11: Drive acquisition processes to focus on sustainment key performance parameter (KPP) and key system attributes (KSAs) as well as implementation of Performance Based Logistics (PBL) strategies (page 3-28)

Standard Army Maintenance System (SAMS-E)

- Objective 2.2: Visibility of emerging maintenance workload and in-process resources to meet customer requirements (page 5-6)

- Objective 3.3: Identify and sustain requisite core maintenance capability (page 5-12)
- Objective 3.5: Ensure an adequate infrastructure to execute assigned maintenance workload (page 5-19)

Standard Army Retail Supply System (SARSS-1, 2AC/B, and Gateway)

- Objective 1.5: Adopt enterprise-wide metrics that promote common goals and interoperability (page 3-3)
- Objective 2.2: Visibility of emerging maintenance workload and in-process resources to meet customer requirements (page 5-6)
- Objective 3.3: Identify and sustain requisite core maintenance capability (page 5-12)
- Objective 3.6: Continuously improve availability, quality, flow days, and cost of maintenance operations worldwide (page 5-22)
- Objective 3.9: Position stock and warehouse to provide effective and efficient readiness (page 6-27)

Standard Automotive Tool Set (SATS)

- Objective 3.6: Continuously improve availability, quality, flow days, and cost of maintenance operations worldwide (page 5-22)

Transportation Coordinators'-Automated Information for Movements System II (TC-AIMS II)

- Objective 1.5: Adopt enterprise-wide metrics that promote common goals and interoperability (page 3-3)
- Objective 2.3: Visibility of in-transit, in-storage, and in-process units and materiel for optimized movement planning and execution (page 6-8)
- Objective 3.10: Optimize transportation network (page 6-32)

Truck, Tractor, Line Haul, M915/M916

- Objective 3.10: Optimize transportation network (page 6-32)

Unique Identification and Serialized Item Management

- Objective 1.5: Adopt enterprise-wide metrics that promote common goals and interoperability (page 3-3)
- Objective 3.2: Retrograde and disposal processes aligned to Department's needs (page 4-25)
- Objective 3.6: Continuously improve availability, quality, flow days, and cost of maintenance operations worldwide (page 5-22)
- Objective 3.8: Establish a seamless process between deployment and sustainment phases (page 6-17)

Unit Level Logistics Systems - Aviation (ULLS-A)

- Objective 1.5: Adopt enterprise-wide metrics that promote common goals and interoperability (page 3-3)
- Objective 2.2: Visibility of emerging maintenance workload and in-process resources to meet customer requirements (page 5-6)

- Objective 2.3: Visibility of in-transit, in-storage, and in-process units and materiel for optimized movement planning and execution (page 6-8)
- Objective 3.3: Identify and sustain requisite core maintenance capability (page 5-12)
- Objective 3.6: Continuously improve availability, quality, flow days, and cost of maintenance operations worldwide (page 5-22)
- Objective 3.9: Position stock and warehouse to provide effective and efficient readiness (page 6-27)

Very Small Aperture Terminal (VSAT)

- Objective 1.5: Adopt enterprise-wide metrics that promote common goals and interoperability (page 3-3)
- Objective 2.4: Implement information technology strategies for improved visibility and interoperability (page 3-17)

DLA

Base Realignment and Closure (BRAC)

- Objective 2.1: Visibility into customer materiel requirements and available resources to meet those needs (page 4-10)
- Objective 2.3: Visibility of in-transit, in-storage, and in-process units and materiel for optimized movement planning and execution (page 6-8)
- Objective 3.1: Affordable availability in both peacetime and war (page 4-18)

Base Realignment and Closure (BRAC) - Commodity Management

- Objective 2.1: Visibility into customer materiel requirements and available resources to meet those needs (page 4-10)
- Objective 2.3: Visibility of in-transit, in-storage, and in-process units and materiel for optimized movement planning and execution (page 6-8)
- Objective 3.1: Affordable availability in both peacetime and war (page 4-18)

Base Realignment and Closure (BRAC) - Depot Level Reparable Management Consolidation and Consumable Item Transfer

- Objective 2.1: Visibility into customer materiel requirements and available resources to meet those needs (page 4-10)
- Objective 2.3: Visibility of in-transit, in-storage, and in-process units and materiel for optimized movement planning and execution (page 6-8)
- Objective 3.1: Affordable availability in both peacetime and war (page 4-18)

Base Realignment and Closure (BRAC) - Supply, Storage and Distribution Management Reconfiguration

- Objective 2.1: Visibility into customer materiel requirements and available resources to meet those needs (page 4-10)
- Objective 2.3: Visibility of in-transit, in-storage, and in-process units and materiel for optimized movement planning and execution (page 6-8)
- Objective 3.1: Affordable availability in both peacetime and war (page 4-18)

Joint Regional Inventory Materiel Management (JRIMM)

- Objective 3.1: Affordable availability in both peacetime and war (page 4-18)
- Objective 3.8: Establish a seamless process between deployment and sustainment phases (page 6-17)
- Objective 3.9: Position stock and warehouse to provide effective and efficient readiness (page 6-27)

Marine Corps

Automatic Identification Technology (AIT)

- Objective 1.5: Adopt enterprise-wide metrics that promote common goals and interoperability (page 3-3)
- Objective 2.2: Visibility of emerging maintenance workload and in-process resources to meet customer requirements (page 5-6)
- Objective 3.5: Ensure an adequate infrastructure to execute assigned maintenance workload (page 5-19)
- Objective 3.7: In conjunction with Systems Engineering, become the advocate for the design and production of reliable weapons systems and equipment (page 5-29)
- Objective 3.8: Establish a seamless process between deployment and sustainment phases (page 6-17)

Autonomic Logistics (AL)

- Objective 1.5: Adopt enterprise-wide metrics that promote common goals and interoperability (page 3-3)
- Objective 2.2: Visibility of emerging maintenance workload and in-process resources to meet customer requirements (page 5-6)
- Objective 3.1: Affordable availability in both peacetime and war (page 4-18)
- Objective 3.2: Retrograde and disposal processes aligned to Department's needs (page 4-25)
- Objective 3.8: Establish a seamless process between deployment and sustainment phases (page 6-17)

Global Combat Support System (GCSS) – MC

- Objective 1.3: Align maintenance operations metrics with warfighter outcomes (page 5-3)
- Objective 1.4: Use commercial transportation resources to the maximum extent practicable, integrated with organic resources (page 6-3)

- Objective 2.1: Visibility into customer materiel requirements and available resources to meet those needs (page 4-10)
- Objective 2.2: Visibility of emerging maintenance workload and in-process resources to meet customer requirements (page 5-6)
- Objective 2.3: Visibility of in-transit, in-storage, and in-process units and materiel for optimized movement planning and execution (page 6-8)
- Objective 2.4: Implement information technology strategies for improved visibility and interoperability (page 3-17)

Logistics Modernization

- Objective 1.6: Develop and implement a DoD Logistics Human Capital Strategic Plan for a competency-based enterprise logistics workforce (page 3-15)
- Objective 2.1: Visibility into customer materiel requirements and available resources to meet those needs (page 4-10)
- Objective 2.5: Enable a single authoritative data set for informed logistics decision making (page 3-23)

Sense and Respond Logistics (S&RL)

- Objective 3.1: Affordable availability in both peacetime and war (page 4-18)
- Objective 3.7: In conjunction with Systems Engineering, become the advocate for the design and production of reliable weapons systems and equipment (page 5-29)

Unique Identification (UID)

- Objective 1.5: Adopt enterprise-wide metrics that promote common goals and interoperability (page 3-3)
- Objective 2.3: Visibility of in-transit, in-storage, and in-process units and materiel for optimized movement planning and execution (page 6-8)
- Objective 2.4: Implement information technology strategies for improved visibility and interoperability (page 3-17)
- Objective 3.1: Affordable availability in both peacetime and war (page 4-18)
- Objective 3.2: Retrograde and disposal processes aligned to Department's needs (page 4-25)
- Objective 3.8: Establish a seamless process between deployment and sustainment phases (page 6-17)

USMC Enterprise Total Life Cycle Management (E-TLCM)

- Objective 1.5: Adopt enterprise-wide metrics that promote common goals and interoperability (page 3-3)
- Objective 2.2: Visibility of emerging maintenance workload and in-process resources to meet customer requirements (page 5-6)
- Objective 3.1: Affordable availability in both peacetime and war (page 4-18)
- Objective 3.5: Ensure an adequate infrastructure to execute assigned maintenance workload (page 5-19)

- Objective 3.6: Continuously improve availability, quality, flow days, and cost of maintenance operations worldwide (page 5-22)

Navy

Automatic Identification Technology (AIT)

- Objective 2.2: Visibility of emerging maintenance workload and in-process resources to meet customer requirements (page 5-6)
- Objective 3.1: Affordable availability in both peacetime and war (page 4-18)
- Objective 3.2: Retrograde and disposal processes aligned to Department's needs (page 4-25)
- Objective 3.9: Position stock and warehouse to provide effective and efficient readiness (page 6-27)

C-9 Replacement Program (C-40A)

- Objective 3.7: In conjunction with Systems Engineering, become the advocate for the design and production of reliable weapons systems and equipment (page 5-29)
- Objective 3.10: Optimize transportation network (page 6-32)
- Objective 3.11: Drive acquisition processes to focus on sustainment key performance parameter (KPP) and key system attributes (KSAs) as well as implementation of Performance Based Logistics (PBL) strategies (page 3-28)

Consolidated Automated Support System (CASS)

- Objective 2.2: Visibility of emerging maintenance workload and in-process resources to meet customer requirements (page 5-6)
- Objective 3.1: Affordable availability in both peacetime and war (page 4-18)
- Objective 3.3: Identify and sustain requisite core maintenance capability (page 5-12)
- Objective 3.6: Continuously improve availability, quality, flow days, and cost of maintenance operations worldwide (page 5-22)

Department of the Navy (DoN) Life Cycle Item Identification

- Objective 2.5: Enable a single authoritative data set for informed logistics decision making (page 3-23)

Distance Support

- Objective 3.8: Establish a seamless process between deployment and sustainment phases (page 6-17)
- Objective 3.9: Position stock and warehouse to provide effective and efficient readiness (page 6-27)
- Objective 3.10: Optimize transportation network (page 6-32)

Fleet Modernization Planning (FMP) (a.k.a. SHIPMAIN)

- Objective 1.1: Efficient procurement processes (page 4-3)

- Objective 1.3: Align maintenance operations metrics with warfighter outcomes (page 5-3)
- Objective 1.5: Adopt enterprise-wide metrics that promote common goals and interoperability (page 3-3)
- Objective 2.1: Visibility into customer materiel requirements and available resources to meet those needs (page 4-10)
- Objective 2.2: Visibility of emerging maintenance workload and in-process resources to meet customer requirements (page 5-6)
- Objective 3.1: Affordable availability in both peacetime and war (page 4-18)
- Objective 3.3: Identify and sustain requisite core maintenance capability (page 5-12)
- Objective 3.4: Sustain a highly capable, mission-ready maintenance workforce (page 5-16)
- Objective 3.5: Ensure an adequate infrastructure to execute assigned maintenance workload (page 5-19)
- Objective 3.6: Continuously improve availability, quality, flow days, and cost of maintenance operations worldwide (page 5-22)
- Objective 3.8: Establish a seamless process between deployment and sustainment phases (page 6-17)

Independent Logistics Assessments (ILA)

- Objective 3.1: Affordable availability in both peacetime and war (page 4-18)
- Objective 3.11: Drive acquisition processes to focus on sustainment key performance parameter (KPP) and key system attributes (KSAs) as well as implementation of Performance Based Logistics (PBL) strategies (page 3-28)

Joint High Speed Intra-Theater Surface Lift (JHSV)

- Objective 3.7: In conjunction with Systems Engineering, become the advocate for the design and production of reliable weapons systems and equipment (page 5-29)
- Objective 3.10: Optimize transportation network (page 6-32)
- Objective 3.11: Drive acquisition processes to focus on sustainment key performance parameter (KPP) and key system attributes (KSAs) as well as implementation of Performance Based Logistics (PBL) strategies (page 3-28)

KC-130J

- Objective 3.7: In conjunction with Systems Engineering, become the advocate for the design and production of reliable weapons systems and equipment (page 5-29)
- Objective 3.10: Optimize transportation network (page 6-32)
- Objective 3.11: Drive acquisition processes to focus on sustainment key performance parameter (KPP) and key system attributes (KSAs) as well as implementation of Performance Based Logistics (PBL) strategies (page 3-28)

Lewis and Clark Class (T-AKE) Dry Cargo/Ammunition Ship

- Objective 3.8: Establish a seamless process between deployment and sustainment phases (page 6-17)
- Objective 3.9: Position stock and warehouse to provide effective and efficient readiness (page 6-27)
- Objective 3.10: Optimize transportation network (page 6-32)

Logistics Common Operating Picture (Navy Log-COP)

- Objective 2.1: Visibility into customer materiel requirements and available resources to meet those needs (page 4-10)
- Objective 2.4: Implement information technology strategies for improved visibility and interoperability (page 3-17)
- Objective 2.5: Enable a single authoritative data set for informed logistics decision making (page 3-23)
- Objective 3.1: Affordable availability in both peacetime and war (page 4-18)
- Objective 3.11: Drive acquisition processes to focus on sustainment key performance parameter (KPP) and key system attributes (KSAs) as well as implementation of Performance Based Logistics (PBL) strategies (page 3-28)

Maritime Prepositioning Force (Future) (MPF (F)) (Mobile Landing Platforms/Auxiliary Cargo & Ammo Ships (T-AKE)

- Objective 3.7: In conjunction with Systems Engineering, become the advocate for the design and production of reliable weapons systems and equipment (page 5-29)
- Objective 3.8: Establish a seamless process between deployment and sustainment phases (page 6-17)
- Objective 3.9: Position stock and warehouse to provide effective and efficient readiness (page 6-27)
- Objective 3.10: Optimize transportation network (page 6-32)

Naval Tactical Command Support System (NTCSS)

- Objective 1.1: Efficient procurement processes (page 4-3)
- Objective 1.2: Effective procurement processes (page 4-6)
- Objective 1.3: Align maintenance operations metrics with warfighter outcomes (page 5-3)
- Objective 1.5: Adopt enterprise-wide metrics that promote common goals and interoperability (page 3-3)
- Objective 2.1: Visibility into customer materiel requirements and available resources to meet those needs (page 4-10)
- Objective 2.2: Visibility of emerging maintenance workload and in-process resources to meet customer requirements (page 5-6)
- Objective 2.3: Visibility of in-transit, in-storage, and in-process units and materiel for optimized movement planning and execution (page 6-8)

- Objective 2.4: Implement information technology strategies for improved visibility and interoperability (page 3-17)
- Objective 2.5: Enable a single authoritative data set for informed logistics decision making (page 3-23)
- Objective 3.1: Affordable availability in both peacetime and war (page 4-18)
- Objective 3.2: Retrograde and disposal processes aligned to Department's needs (page 4-25)
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- Objective 3.11: Drive acquisition processes to focus on sustainment key performance parameter (KPP) and key system attributes (KSAs) as well as implementation of Performance Based Logistics (PBL) strategies (page 3-28)

Navy Enterprise Resource Planning (ERP)

- Objective 1.1: Efficient procurement processes (page 4-3)
- Objective 1.2: Effective procurement processes (page 4-6)
- Objective 1.5: Adopt enterprise-wide metrics that promote common goals and interoperability (page 3-3)
- Objective 2.1: Visibility into customer materiel requirements and available resources to meet those needs (page 4-10)
- Objective 2.4: Implement information technology strategies for improved visibility and interoperability (page 3-17)
- Objective 3.8: Establish a seamless process between deployment and sustainment phases (page 6-17)
- Objective 3.10: Optimize transportation network (page 6-32)

Ordnance 2D Barcodes (2DBC)

- Objective 2.1: Visibility into customer materiel requirements and available resources to meet those needs (page 4-10)
- Objective 3.8: Establish a seamless process between deployment and sustainment phases (page 6-17)

Ordnance Information System (OIS)

- Objective 1.5: Adopt enterprise-wide metrics that promote common goals and interoperability (page 3-3)
- Objective 2.1: Visibility into customer materiel requirements and available resources to meet those needs (page 4-10)

- Objective 3.1: Affordable availability in both peacetime and war (page 4-18)
- Objective 3.2: Retrograde and disposal processes aligned to Department's needs (page 4-25)
- Objective 3.9: Position stock and warehouse to provide effective and efficient readiness (page 6-27)

OSD: ADUSD(MPP)

Aligning Maintenance Operations Metrics with Warfighter Outcomes

- Objective 1.3: Align maintenance operations metrics with warfighter outcomes (page 5-3)
- Objective 1.5: Adopt enterprise-wide metrics that promote common goals and interoperability (page 3-3)
- Objective 2.2: Visibility of emerging maintenance workload and in-process resources to meet customer requirements (page 5-6)
- Objective 3.7: In conjunction with Systems Engineering, become the advocate for the design and production of reliable weapons systems and equipment (page 5-29)

Condition Based Maintenance Plus (CBM+)

- Objective 3.6: Continuously improve availability, quality, flow days, and cost of maintenance operations worldwide (page 5-22)
- Objective 3.11: Drive acquisition processes to focus on sustainment key performance parameter (KPP) and key system attributes (KSAs) as well as implementation of Performance Based Logistics (PBL) strategies (page 3-28)

Depot Maintenance Benchmarking

- Objective 1.3: Align maintenance operations metrics with warfighter outcomes (page 5-3)
- Objective 1.5: Adopt enterprise-wide metrics that promote common goals and interoperability (page 3-3)
- Objective 3.6: Continuously improve availability, quality, flow days, and cost of maintenance operations worldwide (page 5-22)

Item Unique Identification (IUID) - Serialized Item Management (SIM) in Maintenance

- Objective 2.2: Visibility of emerging maintenance workload and in-process resources to meet customer requirements (page 5-6)
- Objective 2.3: Visibility of in-transit, in-storage, and in-process units and materiel for optimized movement planning and execution (page 6-8)
- Objective 2.4: Implement information technology strategies for improved visibility and interoperability (page 3-17)
- Objective 3.1: Affordable availability in both peacetime and war (page 4-18)
- Objective 3.2: Retrograde and disposal processes aligned to Department's needs (page 4-25)
- Objective 3.8: Establish a seamless process between deployment and sustainment phases (page 6-17)

OSD: ADUSD(SCI)

Commodity Management

- Objective 1.1: Efficient procurement processes (page 4-3)
- Objective 1.2: Effective procurement processes (page 4-6)
- Objective 2.1: Visibility into customer materiel requirements and available resources to meet those needs (page 4-10)
- Objective 2.5: Enable a single authoritative data set for informed logistics decision making (page 3-23)
- Objective 3.1: Affordable availability in both peacetime and war (page 4-18)
- Objective 3.11: Drive acquisition processes to focus on sustainment key performance parameter (KPP) and key system attributes (KSAs) as well as implementation of Performance Based Logistics (PBL) strategies (page 3-28)

DoD Human Capital Strategy (HCS)

- Objective 1.6: Develop and implement a DoD Logistics Human Capital Strategic Plan for a competency-based enterprise logistics workforce (page 3-15)

Item Unique Identification (IUID)

- Objective 1.5: Adopt enterprise-wide metrics that promote common goals and interoperability (page 3-3)
- Objective 2.3: Visibility of in-transit, in-storage, and in-process units and materiel for optimized movement planning and execution (page 6-8)
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- Objective 3.1: Affordable availability in both peacetime and war (page 4-18)
- Objective 3.2: Retrograde and disposal processes aligned to Department's needs (page 4-25)
- Objective 3.8: Establish a seamless process between deployment and sustainment phases (page 6-17)

Radio Frequency Identification (RFID)

- Objective 1.4: Use commercial transportation resources to the maximum extent practicable, integrated with organic resources (page 6-3)
- Objective 2.1: Visibility into customer materiel requirements and available resources to meet those needs (page 4-10)
- Objective 2.3: Visibility of in-transit, in-storage, and in-process units and materiel for optimized movement planning and execution (page 6-8)
- Objective 3.8: Establish a seamless process between deployment and sustainment phases (page 6-17)
- Objective 3.9: Position stock and warehouse to provide effective and efficient readiness (page 6-27)

- Objective 3.10: Optimize transportation network (page 6-32)

Readiness Based Sparing (RBS)

- Objective 1.1: Efficient procurement processes (page 4-3)
- Objective 1.2: Effective procurement processes (page 4-6)
- Objective 3.1: Affordable availability in both peacetime and war (page 4-18)

OSD: ADUSD(TP)

Arms Ammunition and Explosives (AA&E) Carrier Screening Initiative

- Objective 3.10: Optimize transportation network (page 6-32)

Civil Reserve Air Fleet (CRAF) Viability

- Objective 1.4: Use commercial transportation resources to the maximum extent practicable, integrated with organic resources (page 6-3)
- Objective 3.10: Optimize transportation network (page 6-32)

Commercial Airlift in Contingency Plans

- Objective 1.4: Use commercial transportation resources to the maximum extent practicable, integrated with organic resources (page 6-3)

Container Management

- Objective 1.4: Use commercial transportation resources to the maximum extent practicable, integrated with organic resources (page 6-3)
- Objective 2.3: Visibility of in-transit, in-storage, and in-process units and materiel for optimized movement planning and execution (page 6-8)
- Objective 3.10: Optimize transportation network (page 6-32)

Overseas Ship Repair Policy Review

- Objective 3.10: Optimize transportation network (page 6-32)

Transportation Payment Business Rules

- Objective 2.5: Enable a single authoritative data set for informed logistics decision making (page 3-23)
- Objective 3.10: Optimize transportation network (page 6-32)

USJFCOM

Adaptive Planning and Execution (APEX) for Logistics

- Objective 1.4: Use commercial transportation resources to the maximum extent practicable, integrated with organic resources (page 6-3)

- Objective 1.5: Adopt enterprise-wide metrics that promote common goals and interoperability (page 3-3)
- Objective 3.8: Establish a seamless process between deployment and sustainment phases (page 6-17)
- Objective 3.9: Position stock and warehouse to provide effective and efficient readiness (page 6-27)

Joint Contingency Contract Support Office

- Objective 1.5: Adopt enterprise-wide metrics that promote common goals and interoperability (page 3-3)
- Objective 1.6: Develop and implement a DoD Logistics Human Capital Strategic Plan for a competency-based enterprise logistics workforce (page 3-15)

Joint Experimental Deployment and Support

- Objective 1.5: Adopt enterprise-wide metrics that promote common goals and interoperability (page 3-3)
- Objective 2.4: Implement information technology strategies for improved visibility and interoperability (page 3-17)

Multinational Coalition (MNC) and Interagency (IA) Deployment Planning & Movement Execution Process Improvements

- Objective 3.8: Establish a seamless process between deployment and sustainment phases (page 6-17)

Single Load Planning Capability (SLPC)

- Objective 3.8: Establish a seamless process between deployment and sustainment phases (page 6-17)

USTRANSCOM

Agile Transportation for the 21st Century (AT21)

- Objective 1.4: Use commercial transportation resources to the maximum extent practicable, integrated with organic resources (page 6-3)
- Objective 2.3: Visibility of in-transit, in-storage, and in-process units and materiel for optimized movement planning and execution (page 6-8)
- Objective 3.8: Establish a seamless process between deployment and sustainment phases (page 6-17)
- Objective 3.10: Optimize transportation network (page 6-32)

Automatic Identification Technology (AIT)/Radio Frequency Identification (RFID)

- Objective 2.2: Visibility of emerging maintenance workload and in-process resources to meet customer requirements (page 5-6)
- Objective 2.3: Visibility of in-transit, in-storage, and in-process units and materiel for optimized movement planning and execution (page 6-8)
- Objective 3.8: Establish a seamless process between deployment and sustainment phases (page 6-17)
- Objective 3.9: Position stock and warehouse to provide effective and efficient readiness (page 6-27)

Defense Transportation Coordination Initiative (DTCI)

- Objective 1.4: Use commercial transportation resources to the maximum extent practicable, integrated with organic resources (page 6-3)
- Objective 3.1: Affordable availability in both peacetime and war (page 4-18)
- Objective 3.10: Optimize transportation network (page 6-32)

Director of Mobility Forces-Surface

- Objective 2.1: Visibility into customer materiel requirements and available resources to meet those needs (page 4-10)
- Objective 2.3: Visibility of in-transit, in-storage, and in-process units and materiel for optimized movement planning and execution (page 6-8)
- Objective 3.8: Establish a seamless process between deployment and sustainment phases (page 6-17)
- Objective 3.10: Optimize transportation network (page 6-32)

Integrated Data Environment (IDE)/Global Transportation Network (GTN) Convergence (IGC)

- Objective 2.3: Visibility of in-transit, in-storage, and in-process units and materiel for optimized movement planning and execution (page 6-8)
- Objective 2.5: Enable a single authoritative data set for informed logistics decision making (page 3-23)
- Objective 3.1: Affordable availability in both peacetime and war (page 4-18)
- Objective 3.8: Establish a seamless process between deployment and sustainment phases (page 6-17)

Joint Deployment Distribution Operations Center (JDDOC)

- Objective 2.1: Visibility into customer materiel requirements and available resources to meet those needs (page 4-10)
- Objective 2.3: Visibility of in-transit, in-storage, and in-process units and materiel for optimized movement planning and execution (page 6-8)
- Objective 3.8: Establish a seamless process between deployment and sustainment phases (page 6-17)
- Objective 3.10: Optimize transportation network (page 6-32)

Joint Task Force - Port Opening (JTF-PO) Aerial Port of Debarkation (APOD) and Seaport of Debarkation (SPOD)

- Objective 1.4: Use commercial transportation resources to the maximum extent practicable, integrated with organic resources (page 6-3)
- Objective 2.3: Visibility of in-transit, in-storage, and in-process units and materiel for optimized movement planning and execution (page 6-8)

- Objective 3.8: Establish a seamless process between deployment and sustainment phases (page 6-17)
- Objective 3.10: Optimize transportation network (page 6-32)

Theater Enterprise Deployment and Distribution (TED2) - Joint Deployment and Distribution Enterprise (JDDE) Common Theater-Level Joint D2 Control Capability Template

- Objective 2.1: Visibility into customer materiel requirements and available resources to meet those needs (page 4-10)
- Objective 2.3: Visibility of in-transit, in-storage, and in-process units and materiel for optimized movement planning and execution (page 6-8)
- Objective 3.8: Establish a seamless process between deployment and sustainment phases (page 6-17)
- Objective 3.9: Position stock and warehouse to provide effective and efficient readiness (page 6-27)
- Objective 3.10: Optimize transportation network (page 6-32)

Appendix E: References

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Appendix F: Glossary

Part I: Abbreviations

Table F-1. Abbreviations	
Abbreviation	**Definition**
AA&E	arms, ammunition, and explosives
AAFARS	advance aviation forward area refueling system
AAIP	Aircraft Availability Improvement Program
AAV	amphibious assault vehicle
ABS	Automated Battlebook System
ADP	automated data processing
ADUSD (MPP)	Assistant Deputy Under Secretary of Defense (Maintenance Policy and Programs)
ADUSD (SCI)	Assistant Deputy Under Secretary of Defense (Supply Chain Integration)
ADUSD (TP)	Assistant Deputy Under Secretary of Defense (Transportation Policy)
AF	Air Force
AFFVESA	Air Force, Fuels, Vehicles and Equipment Support Agency
AFGLSC	Air Force Global Logistics Support Center
AFS	Army fleet support
AFSO 21	Air Force Smart Objective for the 21st Century
AHS	Assault Hoseline System
AILA	Army Integrated Logistics Architecture
AIT	automatic identification technology
AL	autonomic logistics
ALC	air logistics center
ALC	air logistics system
ALIS	Automated Logistics and Integrated Systems
AMC	Army Materiel Command
AMP	Avionics Modernization Program
AMPS	Aviation Mission Planning System
ANS	Advanced Navigation System
APEX	adaptive planning and execution
APOD	aerial port of debarkation
APS	Army prepositioned stocks
ARGCS	Agile Rapid Global Combat Support System

Table F-1. Abbreviations	
Abbreviation	**Definition**
ARV-A (L)	Army Robotic Vehicle–Assault (Light)
ASN	Assistant Secretary of the Navy
ASP	ammunition supply point
AT	assessment tool
AT21	Agile Transportation for the 21st Century
ATHP	ammunition transfer holding points
ATLAS	All Terrain Lifter, Army System
ATM	air traffic management
ATS	Automatic Test System
AVIM	aviation intermediate maintenance
AVUM	aviation unit maintenance
BAO	brigade ammunition office
BCS3	Battle Command Sustainment and Support System
BCT	brigade combat team
BDAR	battle damage and repair
BFT	Blue Force Tracker
BRAC	base realignment and closure
BSB	brigade support battalion
BSTF	base shop test facility
C2	command and control
CAISI	Combat Service Support Automated Information Systems Interface
CAM	capability area manager
CASS	Consolidated Automated Support System
CBM	conditioned-based maintenance
CBM +	conditioned-based maintenance plus
CC	centralized controller
CCDR	Combatant Commander
CDR	commander
CD-ROM	Compact Disc - Read only memory
CFO	Chief Financial Officer
CHS	common hardware/software
CHU	container handling units
CIT	consumable item transfer
CLOE	Common Logistics Operating Environment

Table F-1. Abbreviations

Abbreviation	Definition
CMOS	Cargo Movement Operating System
CMS	Chemical Management Systems
CNS	communication, navigation, surveillance
COCOM	combatant command
COMPO	component
CONOPS	concept of operations
CONUS	continental United States
COP	common operational picture
COR	culture of readiness
COTS	commercial off-the-shelf
CPM	capability portfolio management
CRAF	Civil Reserve Air Fleet
CRM	customer relationship management
CROP	container roll-in/out platform
CRT	combat repair teams
CS	combat support
CSA	close support area
CSC	Convention for Safe Containers
CSS	combat service support
CTASC	Corps Theater ADP Service Center
D2	distribution and deployment
DFARS	Defense Federal Acquisition Regulation Supplement
DLA	Defense Logistics Agency
DLIS	Defense Logistics Information Service
DLR	depot level reparable
DM4-S	Director of Mobility Forces–Surface
DMC	Distribution Management Center
DoD	Department of Defense
DoDAF	Department of Defense Architecture Framework
DODI	Department of Defense Instruction
DON	Department of the Navy
DOTMLPF	doctrine, organization, training, materiel, leadership and education, personnel, and facilities
DPO	distribution process owner
DSESTS	direct support electrical system test set

Table F-1. Abbreviations	
Abbreviation	**Definition**
DTCI	Defense Transportation Coordination Initiative
DTR	Defense Transportation Regulation
DTS	Defense Transportation System
DUSD(L&MR)	Deputy Under Secretary of Defense for Logistics and Materiel Readiness
DX/RX	direct exchange/repair exchange
ECDS	enhanced container delivery system
ECM	environmental and condition monitoring
ECP	Engineering Change Proposal
ECSS	Expeditionary Combat Support Systems
EFDS	Expeditionary Force Development System
EPA	Environmental Protection Agency
ERP	enterprise resource planning
ESC	Expeditionary Sustainment Command
E-TLCM	enterprise - total life cycle management
ETP	Enterprise Transition Plan
EV	enterprise view
FAWPSS	forward area water point supply system
FCS	Future Combat Systems
FFMIA	Financial Management Improvement Act
FFRDC	Federally Funded Research and Development Center
FHTV	family of heavy tactical vehicles
FMP	fleet modernization planning
FMRV	FCS maintenance and recovery vehicle
FMTV	family of medium tactical vehicles
FOC	full operational capability
FPCP	freedrop packaging concept
FRMV	field recovery and maintenance vehicle
FRS	Forward Repair System
FSSP	fuel system supply point
FY	fiscal year
GACP	global ammunition control point
GAO	Government Accountability Office
GATES	Global Air Transportation Execution System
GATM	global air traffic management

Table F-1. Abbreviations

Abbreviation	Definition
GCSS	Global Combat Support System
GDF	Guidance for Development of the Force
GPM	gallons per minute
GPS	global positioning satellite
GSTAMIDS	Ground Standoff Mine Detection System
GTN	global transportation network
HAF	Headquarters, Air Force
HAZMAT	hazardous material
HCS	human capital strategy
HEMTT	Heavy Expanded Mobility Tactical Truck
HERO	hazards of electronic radiation to ordnance
HETS	Heavy Equipment Transportation System
HF	high frequency
HMMWV	High Mobility Multi-Purpose Wheeled Vehicle
IAW	in accordance with
ICC	integrated circuit chips
IDE	integrated data environment
IED	improvised explosive device
IETM	interactive electronic technical manual
IFTE	integrated family of test equipment
IGC	integrated data environment global transportation network convergence
ILA	independent logistics assessments
ILAP	integrated logistics analysis program
ILAR	integrated logistics aerial resupply
ILS	integrated logistics support
IOC	initial operating capability
IP	internet protocol
ISO	International Organization for Standardization
IT	information technology
ITV	In-transit visibility
IUID	item unique identification
JCA	joint capability area
JCIDS	Joint Capabilities Integration and Development System
JCSG - CIT	Joint Cross-Service Groups Capability Integration Team

Table F-1. Abbreviations	
Abbreviation	**Definition**
JDDE	Joint Deployment and Distribution Enterprise
JDDOC	Joint Deployment and Distribution Operations Center
JFC	Joint Force Commander
JHSV	joint high speed vessel
JLOTS	joint logistics-over-the-shore
JLTV	joint light tactical vehicle
JOA	joint operations area
JPADS	Joint Precision Airdrop System
JRIMM	joint regional inventory management
JROC	Joint Requirements Oversight Council
JTF	Joint Task Force
KPP	key performance parameter
KSA	key system attribute
LAN	local area network
LAV	light armored vehicle
LCDF	logistics center development framework
LCLA	Low-Cost Low-Altitude Aerial Resupply System
LCM	logistics chain management
LCMI	life cycle modeling integration
LCU	landing craft utility
LET	light equipment transporter
LHS	Load Handling System
LIDB	logistics integrated data base
LIMS - EV	logistics installations mission support–enterprise view
LIW	logistics information warehouse
LMP	Logistics Modernization Program
LMTV	light medium tactical vehicle
LOE	limited objective exercise
LOG	logistics
LOGCOP	logistics common operating picture
LSV	logistics support vessel
LTAS	long term armor strategy
LVSR	logistics vehicle system replacement
LW	light weight

Table F-1. Abbreviations

Abbreviation	Definition
MACOM	Major Command, Army
MAGTF	Marine Air-Ground Task Force
MAJCOM	Major command, USAF
MANPRINT	Manpower and Personnel Integration
MC	Marine Corps
MCS	mobility capabilities study
MCS	Maneuver Control System
MCWL	Marine Corps Warfighting Laboratory
MDR	Master Data Repository
MERIT	Marine Corps Equipment Readiness Information Tool
MGV	manned ground vehicle
MHE	materiel handling equipment
MIMMS	Marine Corps Integrated Maintenance Management System
MITS	maritime integrated training simulator
MOD	modernization
MPC	Marine Personnel Carrier
MPF	Maritime Prepositioning Force
MPH	miles per hour
MRI	machine readable information
MRMS	Maintenance Resource Management System
MSD	maintenance support device
MSL	mean sea level
MTOE	Modified Table of Organization & Equipment
MTS	Movement Tracking System
MTV	medium tactical vehicle
MTVR	medium tactical vehicle replacement
MULE	multifunction utility logistics equipment
NAF	numbered Air Force
NALCOMIS	Naval Aviation Logistics Command Management Information System
NDAA	National Defense Authorization Act
NGATS	Next Generation Automatic Test System
NIPRNET	Non-Secure Internet Protocol Router Network
NTCSS	Naval Tactical Command Support System
OA	Operation Architecture
OCONUS	outside the continental United States
OEF	Operation Enduring Freedom

Table F-1. Abbreviations	
Abbreviation	**Definition**
OIF	Operation Iraqi Freedom
OIS	Ordnance Information System
OMC	optical memory card
ONR FNC	Office of Naval Research future naval capabilities
OSD	Office of the Secretary of Defense
PBD	Presidential Budget Decision
PBL	performance based logistics
PBUSE	Property Book Unity Supply Enhanced
PLL	prescribed loading list
PLM +	product life cycle management plus
PLS	Palletized Load System
PMCS	preventive maintenance checks and services
POL	petroleum, oils, and lubricants
POM	Program Objective Memorandum
PPBE	planning, programming, budgeting, and execution
QDR	Quadrennial Defense Review
RBS	readiness based sparing
RCM	reliability-centered maintenance
RD&A	research, development & acquisition
RDT&E	research, development, test and evaluation
RE21	Repair Enterprise 21st Century
RERP	Reliability Enhancement Re-engining Program
RFID	radio frequency identification
RM&S	Reliability, Maintainability, & Sustainability
RTCASS	Reconfigurable Transportable Consolidated. Automated Support System
RTCH	rough terrain container handler
S&RL	sense and respond logistics
S&T	science & technology
SAAS	Standard Army Ammunition System
SALE	Single Army Logistics Enterprise
SAMS-E	Standard Army Maintenance System–Enterprise
SARSS	Standard Army Retail Supply System
SASSY	Supported Activities Supply System
SATCOM	satellite communications
SATS	standard automotive tool set

Table F-1. Abbreviations

Abbreviation	Definition
SBCT	Stryker Brigade Combat Team
SBU	sensitive but unclassified
SCM	supply chain management
SCOR	Supply Chain Operational Reference
SDP	strategic distribution platforms
SECDEF	Secretary of Defense
SECM-LW	shop equipment contact maintenance–light weight
SEW	shop equipment welding trailer
SHIPMAN	nickname for fleet modernization planning
SIM	serialized item management
SIPRNET	Secret Internet Protocol Router Network
SLPC	sling load planning capability
SNAP	Shipboard Non-Tactical Automated Data Processing Program
SNT	Serial Number Tracking
SPG	strategic planning guidance
SPM	System Program Manager
SPOD	seaport of debarkation
SRSS	Sense and Respond Support System
SS&D	supply, storage and distribution
STACOMP	standard Army computer
SWA	Southwest Asia
T-AKE	Dry Cargo Ammunition Ship
TAMCN	Table of Allowance Materiel Control Number - USMC
TAMMS-A	The Army Maintenance Management System - Aviation
TAV	total asset visibility
TAWS	Terrain Awareness and Warning System
TBD	to be determined
TC-AIMS II	Transportation Coordinators' Automated Information for Movements System II
TCAS	Traffic Alert and Collision Avoidance System
TDA	Table of Distribution and Allowances
TDC	Theater Distribution Center
TED2	theater enterprise deployment and distribution
TFSMS	Total Force Structure Management System
TIS	transportation information systems
TLCM	total life cycle management

Table F-1. Abbreviations	
Abbreviation	**Definition**
TSA	theater storage area
TSC	Theater Sustainment Command
UGV	unmanned ground vehicle
UHF	ultra high frequency
UID	unique identification
UII	unique item identifier
UK	United Kingdom
ULLS-A	Unit Level Logistics Systems - Aviation
UNDS	Uniform National Discharge Standards
USAF	United States Air Force
USAR	United States Army Reserve
USD(AT&L)	Under Secretary of Defense for Acquisition, Technology, and Logistics
USJFCOM	United States Joint Forces Command
USMC	United States Marine Corps
USN	United States Navy
USTRANSCOM	United States Transportation Command
VHF	very high frequency
VSAT	very small aperture terminal
VTPU	versatile tank and pump unit
WAWF	wide area work flow
WPS	worldwide port system

Part II: Definitions

Table F-2. Definitions

Term	Definition
Capability	The ability to achieve a desired effect or attribute under specified standards and conditions through a combination of means and ways to perform a set of tasks (CJCSI 3010.02B).
Capability Portfolio Management	The process of managing groups of similar capabilities across the Department of Defense within each portfolio to meet warfighter needs.
Capability Portfolio Strategic Plan	The Capability Portfolio Manager's long-range plan to meet joint warfighter needs. These plans address portfolio scope, portfolio objectives, dependencies with other portfolios, metrics, and risk considerations.
Goal (in strategic planning context)	A goal defines how an organization will carry out its mission over a period of time. It is expressed in a manner that allows a future assessment to be made of whether the goal was or is being achieved. The goal may be of a programmatic, policy, or management nature. Goals are multi-year and long term. Some goals are quantitative or directly measurable; those that are not must be defined in a manner that allows a future assessment to be made of whether the goal was achieved. Goals are the general ends toward which organizations direct their efforts. A goal addresses issues by stating policy intention. Goals are both qualitative and quantifiable, but not quantified. In a strategic planning system, goals are ranked for priority. Goals stretch and challenge an organization, but they are realistic and achievable.
Joint Capability Areas	Collections of warfighting capabilities logically grouped to support capability analysis, strategy development, investment decision making, capability portfolio management, and capabilities-based force development and operational planning.
Mission (in strategic planning context)	A broad, comprehensive statement of purpose that reinforces the basic responsibilities of an organization. The mission defines what the organization does and whom it serves. The reason for an organization's existence. It succinctly identifies what the organization does, why, and for whom. A mission statement reminds everyone of the unique purposes promoted and served by the organization.
Objective (in strategic planning context)	Clear target for specific action. Marks an interim step toward achieving an organization's long-range mission and goals. Linked directly to specific goals, objectives are measurable, time-based statements of intent. They emphasize the results of organization actions at the end of a specific time.
Performance Measure	A particular value or characteristic used to measure performance.
Performance Target	A target level of performance expressed in tangible, measurable terms, (such as a quantitative standard, value, or rate) against which actual achievement can be compared.
Senior Warfighter Forum	A SWarF is a forum, generally consisting of Combatant Commands and Services, to organize, analyze, prioritize, and build joint consensus from the warfighter's perspective on complex resource and capabilities-need issues.

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