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December 2009



The Army Logistics Domain Information Technology Strategic Plan

FY2010 - FY2011

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MESSAGE FROM THE ARMY DEPUTY CHIEF OF STAFF G-4

Army leadership is defining and shaping the Army for the decades ahead. We are busy resetting the Force, completing the transition to a modular structure, and supporting total Army mission requirements in accordance with Army Force Generation (ARFORGEN) process. This Strategic Information Technology (IT) Plan addresses how logistics IT initiatives and programs support the Army now and in the future.

Our efforts to create a Single Army Logistics Enterprise (SALE) continues to progress. The Global Combat Support System – Army (GCSS-Army) is steadily moving towards a 2012 fielding as Release 1.1 begins its Design Build phase. PMO, Logistics Modernization Program (LMP) made great headway in fielding LMP to the U.S. Army Aviation and Missile Command Life Cycle Command (AMCOM LCMC), its depots, and over 900 National Maintenance Program activities. Exceptional efforts by many dedicated and talented logisticians have fielded and continue to improve the Property Book Unit Supply – Enhanced (PBUSE) with great success. The Army aviation community continues to embrace Condition Based Maintenance Plus as it fielded on-board reporting systems to the operational fleet, which improves readiness and helps avoid catastrophic failures.

Progress has been made in integrating and improving our logistics processes, improving accountability, reducing the number of IT systems and putting in place the framework for tomorrow. These efforts must continue with even greater efficiency, collaboration and synchronization to drive down costs and eliminate duplication in resources and effort. As we continue to provide unparalleled world-wide sustainment support to our Soldiers, we must continue to restore force readiness, transition and improve our logistics processes and systems.

The two Logistic Domain Strategic Objectives from the 2009 Plan are unchanged: Provide world class IT support today and build enhanced IT support for tomorrow. Logistics transformation tasks in the Army Campaign Plan are the cornerstone of our efforts; our progress will be measured against their execution. As the effort to reset the force and complete the modular transformation of our units, the implementation and management of the ARFORGEN concept becomes critical. The ability of the logistics community to monitor, manage and sustain the effort will be vital to its success.

For the next several years, we will be operating in a mixed IT environment consisting of reliable, yet aged IT systems, bridging systems and Enterprise Resource Planning (ERP)-based investments, but we are making great progress. Our future efforts will require continued collaboration, sustained funding, and innovative thought to maximize all of our investments. I look forward to these exciting days ahead and commend our dedicated Soldiers, civilians and contractors who have achieved the many successes to date.

MISSION

The Army Logistics Domain mission is to provide critical Logistics Information Technology (IT) to enable Current Force combat capability while transforming Army Logistics IT to support the Future Force.

VISION

A digital environment that builds, sustains, and generates warfighting capability through a fully integrated logistics enterprise based on collaborative planning, knowledge management, and best business practices. The Army is enabling this vision through the development of the Single Army Logistics Enterprise (SALE) and the alignment of Army distribution architectures with Joint distribution processes.



MITCHELL H. STEVENSON
Lieutenant General, GS
Deputy Chief of Staff, G-4



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LOGISTICS DOMAIN INFORMATION TECHNOLOGY (IT) TRANSITION STRATEGY

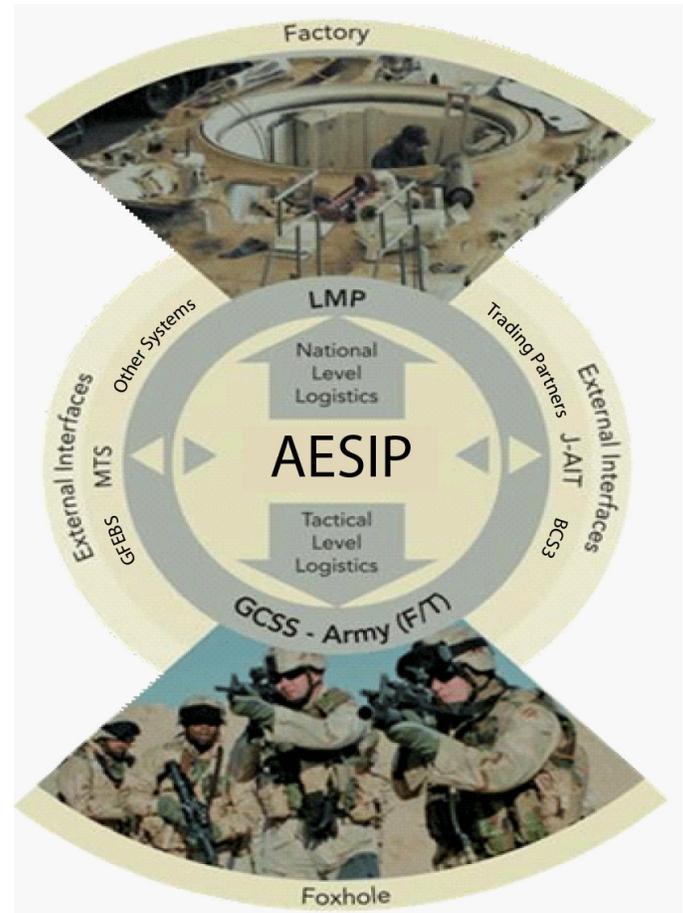
Army logistics is transitioning from numerous independent and stand-alone IT systems operating in a decentralized net-centric environment to a broader integrated End-to-End (E2E) and synchronized Army enterprise information environment. Concurrent with this effort the Army is institutionalizing the Army Force Generation (ARFORGEN) model to manage the preparation and deployment of the force to support Overseas Contingency Operations. As information systems and business practices are transitioned, they must provide the information and responsiveness required to support management of the force and the materiel required to equip it. The end state will be adapted to ARFORGEN requirements, meet changing missions, and aligned with the dynamics of joint logistics. It will be a more responsive logistics information environment that synchronizes field requirements, enterprise data warehousing and the industrial base. To achieve this end state the Army Logistics Domain strategy will:

- Meet Warfighter requirements with current IT systems.
- Bridge to enhanced, near term capabilities as necessary.
- Deliberately transition to SALE capabilities.
- Transform the Logistics Information Warehouse (LIW) into an Enterprise Data Warehouse (EDW) responsible for long-term collection/storage of logistics data to enable strategic-level enterprise analytics.
- Field logistics enablers (Condition Based Maintenance Plus (CBM+), Item Unique Identification (IUID), and Automatic Identification Technology (AIT) such as Radio Frequency Identification (RFID) capabilities.

Single Army Logistics Enterprise (SALE)

The SALE is an initiative that will enable the Army to apply the leading web-based business applications in the global marketplace today to Army logistics-- finally enabling a fully integrated, state-of-the-art ERP capability-- to be used by logisticians from the national to the tactical level. It consists of the Logistics Modernization Program (LMP) at the national level, and the Global Combat Support System – Army (GCSS-Army) at the tactical level, as well as a number of related systems. This same commercial application is already in use by the Defense Logistics Agency (DLA), other services, and other nations. The ERP capability is also the basis for Army General Fund accounting; thus the Army will be one of a world-wide family of military and non-military users able

to take advantage of rapidly changing IT innovations and applications-- both business and warfighting. This allows the Army to rapidly adapt to the modern IT environment rather than struggle to independently develop and sustain unique software applications. Every initiative being worked in Army logistics today, from IUID, CBM+, Total and In-Transit Asset Visibility, to Product Life Cycle Management, enables the SALE.



Supporting Current IT Systems

The Logistics Domain is transforming IT systems to the SALE; however, in the interim it must use existing, 1970-1980 vintage IT systems and infrastructures to meet current demands of sustainment, retrograde and repositioning operations. Existing IT systems are being stressed to the limit and attest to the need for transformation to meet the demands of dynamic and extensive Army information needs. Data integration requirements of the ARFORGEN model, integration of logistics Command and Control (C2) into Battle Command,

and increasing information assurance requirements also stress our current IT systems. Existing IT systems have been adapted with limited resources to meet the critical information needed to support ongoing operations. This has permitted systems to provide the essential capability until new operational systems take their place. Additionally, redundant and duplicate systems have been systematically eliminated reducing unnecessary expenditure of limited resources. Standard Army Management Information Systems (STAMIS) have carried the load while looking ahead to future SALE capabilities and information needs. The Army continues to improve not only the IT systems but the communications linkages and interoperable interfaces vital to information access and delivery. Current IT systems are identified as either enduring or migrating to the SALE as functionalities and capabilities are systematically evaluated and assessed, absorbed, replaced or maintained.

Bridging to Enhanced Near Term Capabilities

The process of transitioning to future ERP systems requires the implementation of a bridging strategy that overcomes limitations in our current systems and minimizes resource expenditures, while adapting to evolving requirements. Bridging also gives the Army an opportunity to consolidate/retire systems. This reduces the complexity of data migration and seamless cut-over into the modernized ERP environment. Bridging systems are controlled through leadership oversight (logistics governance), risk assessment, accurate documentation, scrutinized budgets and are tracked with appropriate performance metrics to meet leadership guidelines and the Planning, Programming, Budgeting and Execution (PPBE) process. Critical modifications to existing logistics IT systems are approved on a case-by-case basis and Logistics Domain approval. Major considerations include the impact on cost and performance; particularly as it impacts the warfighter. Bridging systems cannot significantly expand the scope or burden the current Army logistics systems. They must provide a substantial near term benefit in support of current operations (tactical or national) and have defined migration plans for future integration and consolidation into the SALE.

Deliberately Moving to SALE Capabilities

National, installation, and tactical levels logistics IT systems, are included in the SALE. Over time, logistics IT will become more ERP-centric and will become more efficient, effective and responsive. For the near term, the Army will continue to use current and bridging systems; however investments

will transition to ERP solutions. Likewise, business process and operational procedures will be mixed until ERP-based IT investments are fully fielded. In addition, the use of AIT will seamlessly interface Soldiers and technicians in all operational environments to the SALE.

At end state, the SALE will deliver standard enterprise capabilities, assure effective and efficient IT interfaces and data reconciliation, and provide Commanders access to authoritative data. These capabilities will satisfy Joint strategic objectives, meet Department of Defense (DoD) enterprise transition compliance standards, and comply with the Business Enterprise Architecture (BEA). The SALE end-state will be an integrated enterprise solution that enables materiel readiness, provides asset management and accountability, total asset visibility, enterprise architecture and acquisition compliancy, and financial transparency from factory-to-foxhole. Standardized AIT solutions across the Logistics Enterprise will provide a means to communicate and conduct data transfer within the SALE, thus improving logistics transactions and enable functional processes – faster and more accurately than ever before. The Army Integrated Logistics Architecture (AILA) is a vital component of the Army's overarching logistics architecture. As a roadmap, it guides and assists the Army logistics community in the elimination of redundant IT investments and while supporting the transition to the SALE.

Managing The Transition

Transitioning from an environment of numerous independent and stand-alone IT systems and associated business practices to an integrated E2E, net-centric environment requires strong governance from a myriad of organizations at various levels. The Logistics Domain Business Process Council (BPC), chaired by the Army G-4, is the primary governance body responsible for managing the transition. Meeting quarterly, it consists of 11 Process Executives from various Army organizations. The Army G-46/Corporate Information Office (CIO) is the BPC Executive Secretariat.

To cross-level actions throughout the Business Mission Area (BMA), an Enterprise Process Owners Council (EPOC) assists to resolve inter-Domain requirements, governance and technical ERP issues. This is in support of the Business Mission Area (BMA) and the Deputy Under Secretary of Defense (DUSA).

The SALE transition is also managed through strong portfolio management oversight. A Summary of Logistics Investments was produced in late 2009 to provide the Army with summary information about logistics IT systems, applications and

initiatives that are in the HQDA G-4 Logistics Business Mission Area portfolio. The intent is to increase awareness and visibility of logistics IT systems as provided in the portfolio. The document provides background data related to the life cycle aspects of each investment and includes system description, capabilities, and system points of contact and migration status.

This Logistics Domain Strategic IT Strategic Plan and its supporting Implementation IT Plan is briefed to the BPC at least annually. The Logistics Domain vision, goals, objectives, initiatives, and tasks assist the BPC in guiding the SALE transition.

STRATEGIC OBJECTIVE #1

Support Today's Logistics Information Technology Requirements In Support Of Combatant Commanders And Joint Operations

Existing logistics information systems must be capable of supporting the combatant commander while the Army concurrently transitions to new processes and IT systems. Supporting today's Soldiers remains our number one mission. Funding these systems must be adequate and sufficient to ensure seamless support and the effective transition of current to future investments. While attempting to minimize investments in older systems, the Army must intelligently consolidate, terminate, and migrate to new systems while supporting ongoing operations across the globe. The complexities of resetting the force and the initiation of the ARFORGEN model make management of the IT transition a priority action by the entire logistics community. Over the past year, the logistics community has met the challenges through numerous accomplishments.



FY09 Accomplishments

Property Book Unit Supply - Enhanced (PBUSE): PBUSE is the Army's web-based, state-of-the-art, property accountability system for garrison and tactical users. By applying advanced technology, it has reduced the sustainment footprint and infrastructure requirements by consolidating property book and unit level systems into a single baseline. PBUSE provides real-time asset visibility for commanders and staffs at all command levels of the Army. Improvements include an enterprise assets database, graphical user interfaces, and process improvements to existing capabilities, and address the "any time, any place" data access needs for property accountability users and ARFORGEN management actions. Over the last year an AIT capability was added that now gives PBUSE the ability to create, administer and immediately review the results of property inventories. PBUSE is now used to field new equipment, significantly improving asset visibility and property accountability of the equipment fielded from the PEO/PM to the receiving unit, standardizes and simplifies accountability procedures, and automates the transfer of property data, enabling a seamless fielding process.

Standard Automated Retail Supply Systems (SARSS): SARSS is the current standard supply system for receipts, issues, replenishment, and warehouse operations in the tactical environment. It is a transaction-oriented system where users interactively enter, retrieve, and update supply information. It processes customer unit requests for supplies, cancellation, modification, and follow-up. It controls the flow of materiel, manages performance and produces productivity reports. The SARSS-1 operates at Supply Support Activities (SSA), while the SARSS-2AC/B supports materiel management of Class II, III, IV and IX. SARSS-2AC/B has asset visibility of SARSS-1 activities. Processes include all SARSS2A functionality plus SARSS-2B non-time sensitive actions such as catalog, document history, demand history and interface capability with financial systems. Over the past year SARSS managers accommodated greater interoperability with the US Marine Corps (USMC) SSAs and Corps/Theater ADP Service Center (CTASC) hardware systems were further streamlined by consolidating Eighth US Army and the US Army Pacific Command SARSS-2AC/B operations at Redstone Arsenal.

Standard Army Maintenance System - Enhanced (SAMS-E): SAMS-E consists of a collection of applications that provide Army users and logistics personnel easy access to day-to-day maintenance and repair parts management functions, weapon systems and sub-component readiness management, and personnel equipment and work qualifications that facilitate associated maintenance management functions.

When used at the field maintenance level, SAMS-E supports critical functions such as managing equipment maintenance work orders, maintaining equipment operator qualifications, issuing equipment dispatches, tracking equipment Preventive Maintenance Checks and Services and equipment fault records, managing equipment enrolled in the Army Oil Analysis Program, and updating the Army Material Status System. SAMS-IE, introduced last year, provides even more enhanced capabilities for installation level maintenance operations. SAMS-IE facilitates barcode tracking for storeroom locations and repair parts, inventory transfers between storerooms, and repairable exchange processes in multiple locations. Both the field and installation-level systems add document number tracking for all supply actions and provides a document/control number for every part requested or issued, regardless of origin (shop supply, bench stock, etc.). SAMS-E includes a scheduler for auto-ordering stocked parts at the re-order point, and implements a Maintenance Expenditure Limit (MEL) calculation that prevents work order expenditures that exceed the MEL unless a manager gives approval. SAMS-IE and its management counterpart, SAMS-2E, have been fielded Army-wide, to include Army Reserve and National Guard units. SAMS-E continues to build on its capabilities to support the Warfighter during the transition to GCSS-Army.

Unit Level Logistics System-Aviation (Enhanced) (ULLS-A/E): ULLS-A/E is operated by unit crew chiefs and field level aviation maintenance personnel. The system allows personnel to track Preventive Maintenance Checks and Services, on-hand maintenance stockage usage and The Army Maintenance Management System-Aviation (TAMMS-A) functional requirements. It automates both supply chain management and the maintenance functions prescribed by The Army Maintenance Management System-Aviation, DA Pamphlet 738-751. ULLS-A/E began fielding in 2005 and as of July 2009 has been fielded to 95% of the total force. Software Release 6.0.10.15, fielded 3 April 2009, includes the ability to send Secured File Transfer Protocol (SFTP) and improvements to the Aviation Maintenance Automated Tracking System (AMATS). When fully fielded, ULLS-A/E will have approximately 10,000 individual computers in operation. In FY09 Interim Change Package 6.0.10 was distributed Army-wide with the current ULLS-A/E logbook computer.

Movement Tracking Systems (MTS): MTS is a vehicle based tracking and messaging system that incorporates the use of positioning and commercial satellites, two-way free text messaging, digital maps, encryption, and military Global Positioning System (GPS) and RFID technologies. It provides commanders and field logisticians the capability to enable and enhance velocity management and critical communications

links between vehicle operators and system control stations. MTS's embedded RFID interrogator enables commanders to read and identify the contents of containers labeled with RFID tags, providing positive in-transit visibility of logistics and other Army combat support assets anywhere from the sustaining base to the theater of operations. MTS serves as a critical link in the area of battlefield distribution by facilitating the rapid movement of supplies throughout the area of operations, while avoiding potential hazards. MTS control stations are located at various sustainment command and control locations to provide better situational awareness to operational and tactical commanders.

Radio Frequency In-Transit Visibility (RF-ITV): RF-ITV is the cornerstone system for global Asset Visibility (AV) of military equipment and supplies moving in the defense distribution pipeline worldwide and feeding visibility information to the RF-ITV Tracking Portal and to 23 logistics systems (including Battle Command Sustainment Support System (BCS3), Logistics Information Warehouse (LIW), and Global Transportation Network (GTN)). The system infrastructure consists of four regional servers, strategically located active RFID fixed and mobile readers and active RFID tag write sites. RF-ITV also receives data feeds from a variety of satellite tracking systems (STS). All of this data is combined to provide near-real time location visibility of supply chain layer 4 (containers and aerial pallets) and layer 5 (transportation carriers), and of cargo to the description, unique item, and document level of detail. The system also provides warfighters with condition monitoring, force protection intrusion detection, and alert messaging. Strategic locations of RF-ITV infrastructure are connecting logistics systems with nodal visibility and providing both military and commercial sustainment, unit move, and retrograde management capabilities. On the RF-ITV Tracking Portal, the In-Transit Visibility – Integrated (ITV-I) subsystem provides the warfighter and logistician the capabilities to “see and manage” the end-to-end (CONUS to forward operating bases) supply chain in support of expeditionary operations.



Transportation Coordinator's Automated Information for Movements System II (TC-AIMS II): TC-AIMS II provides an integrated enterprise information system capability for routine deployment, sustainment reception, staging, onward movement and integration (RSOI), and redeployment/retrograde operations in support of ARFORGEN. It supports the U.S. Transportation Command (TRANSCOM), U.S. Army Forces Command (FORSCOM), combatant commanders and forces deployed worldwide. System specific capabilities consist of unit move from home station and in-theater RSOI. It interfaces with the Joint Operations and Planning and Execution System (JOPES) for Time Phased Force Deployment Data (TPFDD); Computerized Movement Planning and Status System (COMPASS) (U.S. Army Forces Command), with the Integrated Data Environment (IDE)/GTN Convergence (IGC) (formally GTN), and with the Global Freight Management System-Electronic Transportation Acquisition (GFM-ETA). TC-AIMS II supports theater operations, movement control, container management, mode tasking (rail & truck), convoy planning & highway scheduling (with Google world map graphics), logistical air tasking with manifesting, and in transit visibility. Fielding to units began July 2008 with unit upgrade fielding of Block 2 and 3 continuing to all three Army Components. A customized fielding, which began in August 2009, is on-schedule for units deployed to OIF. TC AIMS has also developed capabilities to support RESET of theater supplies and materials being returned to CONUS in support of ARFORGEN.

Combat Service Support (CSS) Satellite Communications Combat Service Support Automated Information System Interface (CAISI) / Very Small Aperture Terminal (VSAT): CAISI and VSAT enable CSS communications within the sustainment warfighting function and support tasks. This capability links all logistics STAMIS in a manner that feeds data bases in near real time across the tactical and strategic levels, and provides immediate information/feedback on



transactions. CAISI provides a wireless Local Area Network indistinguishable from garrison operations with the CSS-VSAT tying the CAISI supported wireless network to the worldwide web connecting logisticians globally. By the end of FY 2009 the Army achieved 80% coverage of the total projected CAISI and VSAT requirements while fielding security and radio upgrades to the older versions of the enhanced CAISI. In addition, the CSS VSAT program continued fielding and resetting units that cycle through the ARFORGEN process.

Charting the Way Ahead

Support to Commanders and ARFORGEN model: The Army will continue to fund, maintain, and as necessary, upgrade its current and bridging IT investments systems in order to support today's high OPTEMPO. The application of an ARFORGEN based Army demands more fidelity and timeliness of data from existing systems. Reconciliation of data found in multiple systems is often required to provide the accurate information management support required for both the institutional Army and field commanders.

In order to meet future requirements, many of the current bridging systems and associated investments will continue to be upgraded and/or fielded. The Army strategy for the future is to:

- Complete PBUSE fielding and, as funding is available, provide enhancements that incorporate Item Unique Identification (IUID), expanded serial numbers and other capability enablers that improve the detail and utility of PBUSE for logistics management and property visibility.
- Continue to field SAMS-E to the Army's Active and Reserve Components, and in the AOR in support of MEDCOM and ARCENT operational needs.
- Continue to field ULLS-A/E and the convertible tablet computer.
- Continue fielding MTS and enhance operational interfaces with Force XXI Battle Command Brigade and Below (FBCB2) through the adoption of MTS-ES, the logistics variant of the Battle Command Product Line Software.
- Continue to use approved DoD AIT CONOPS and Implementation Plans to guide, build and support future enabled capabilities, horizontally and vertically, across the enterprise.

Logistics Command and Control (Log C2): The Logistics Domain must continue to improve command and control of logistics operations with current IT investments. Tracking and redirecting units, equipment, and supplies, to include

ammunition are critical to the Joint Warfighter. The Battle Command Sustainment Support System (BCS3) is the Army's maneuver sustainment C2 system, at all echelons, and is used to fuse sustainment, in-transit, and force level information data to aid commanders in making critical decisions. In support of C2 requirements, the Army will:

- Continue upgrading sustainment and readiness reporting capabilities of platform based systems such as Blue Force Tracker (BFT) and FFCB2 through software block upgrades and the introduction of embedded reporting systems.
- Provide enhanced MTS capabilities for direct interface with maneuver force operations (FFCB2), an extended messaging capability, and embedded equipment diagnostic and prognostic systems that will provide accurate data designed to aid fleet maintenance and improve availability and overall service life.
- Achieve full operational capability at all Installation Transportation Offices with TC-AIMS II and complete fielding of Block 2 and Block 3.
- Monitor, evaluate and test the emergence of Next Generation Wireless Communications (NGWC) capability, which will integrate cutting edge wireless mesh networking technology, GPS, and sensors to enable near-real-time continuous visibility of Army assets throughout the enterprise. Emerging secure wireless mesh network capabilities, as well as other future breakthrough technologies, have the potential to extend asset visibility across logistics business processes as well as multiple applications within the transportation, supply, and maintenance arenas to provide asset visibility granularity.
- Continue to leverage technological advances in Information Assurance (IA) wireless communications.

Communications and Logistics Enablers: Over the last five years the Logistics Domain has made great strides in improving logistics-related tactical and strategic communication capability and inserting logistics enablers and we will continuously leverage these force multiplier capabilities and improve them. Specifically we will:

- Complete fielding of CAISI/VSAT for sustainment connectivity.
- Investigate additional communications technology that may augment or replace existing systems.
- Expand the capabilities of RFID and satellite GPS to track and manage supplies and equipment in the DoD supply chain.
- Continue to refine the Army AIT strategy to guide Army implementation.

- Investigate the use of RFID and other AIT in storage and repair processes to increase the visibility of logistics processes and reduce the workload on Soldiers.
- Continue to insert technology in the form of field peripheral imagers, interrogators, and sensors in support of tactical and operational logistics requirements where it most significantly enhances readiness and reduces cost.

Joint Logistics Interoperability: Within the limits of our current IT structure, the Army Logistics Domain will continue to investigate methods to improve joint logistics interoperability. Since 2004 the Army and US Marine Corps (USMC) have developed and improved on a SARSS to USMC Supported Activity Supply System (SASSY) interface, which provides an electronic data interchange (EDI) by which SARSS-2AC/B receives Military Standard Requisitioning and Issue Procedures (MILSTRIP) requisition transactions from USMC SASSY and in turn, produces, and transmits MILSTRIP status transactions to SASSY. In addition, the Army and USMC have pursued methods of sharing logistics data, status and related command and control information through the Army-Marine Corps Logistics Interoperability Demonstration (AMLID). In the upcoming year, the Army and USMC will continue to explore logistics interoperability.

STRATEGIC OBJECTIVE #2

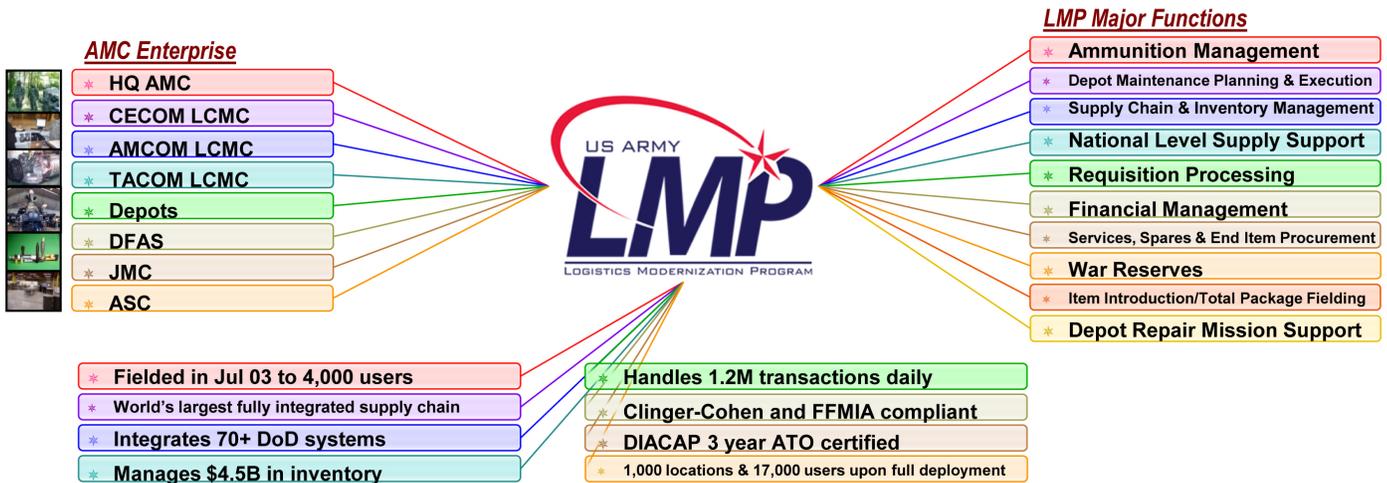
Provide Progressive Logistics Automation Capabilities, Business Processes, And Practices Necessary For Continuous Army Transformation

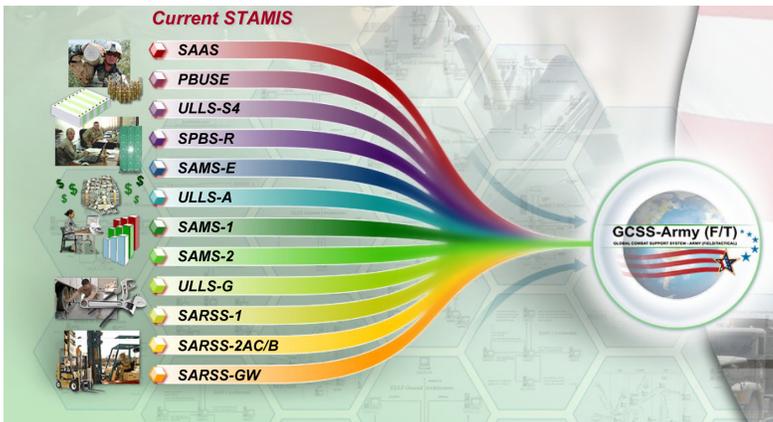
Current logistics IT systems do not have the capacity or capabilities to take advantage of advances in modern business practices nor meet net centricity goals. The Army is transforming from STAMIS-based capabilities to ERP-based capabilities. We will continue to fund the LMP, GCSS-Army, and Army Enterprise Systems Integration Program (AESIP) as the core ERP capabilities. We need to continue to standardize ways of doing business through a Common Logistics Operating Environment (CLOE) and the use of the Army Integrated Logistics Architecture (AILA) as the blueprint. The Logistics Domain will implement data standardization and improve data management. The Army must improve the capability of sharing logistics requirements and data across the full spectrum of logistics organizations from the national level to the tactical, across active and reserve components, within all Army Domains, and externally with DLA, USTRANSCOM and other Services. We will continue to harness technology to reduce Soldier input by capturing and recording requirements

at the platform level; which will enhance a life cycle approach to managing weapon systems. It is our intent to use CBM+, IUID, and AIT (RFID) whenever possible. Over the last year, progress was made in meeting the vision of a fully integrated logistics enterprise based on collaborative planning, knowledge management, and best business practices.

FY09 Accomplishments

Logistics Modernization Program (LMP): LMP is an ERP-based capability that is modernizing National level logistics and related functions. Having already converted the US Army Communications and Electronics Command Lifecycle Management Command (CECOM LCMC), the PMO, LMP and AMC turned their attention to the U.S. Army Aviation and Missile Life Cycle Management Command (AMCOM) LCMC. Building on common methodologies and lessons learned from the CECOM LCMC deployment, the PMO LMP deployed the modernized logistics and finance LMP solutions on 14 May 2009 to approximately 4,600 additional users at AMCOM LCMC, Corpus Christi Army Depot (CCAD), Letterkenny Army Depot (LEAD), as well as 900 users at the AMC's National Maintenance Program activities. This coupled with the existing users at CECOM brings the total to 10,000 global users.





Global Combat Support System – Army (GCSS-Army):

GCSS-Army is the Army’s ERP-based integrated tactical logistics system that will reengineer and replace more than a dozen outdated STAMIS. It will provide one common automated solution to enable an array of supply, maintenance, property book, and task organization capabilities in direct support of joint forces and Army military operations. This last year, GCSS-Army successfully conducted an operational assessment with the 11th Armored Cavalry Regiment at Fort Irwin, California focusing on supply functions. Also, over the last year, the operational assessment concluded and entered a Continuous Evaluation phase, during which GCSS-Army supply functionality performed well. In FY09, GCSS-Army successfully completed a Design In-Process Review which marked the formal end of the analyze phase and entry into the design-build phase for release which will field capabilities in maintenance, unit supply, property accountability. The General Fund Enterprise Business System (GFEBS) is an ERP program partner with GCSS-Army and the SALE. As the Army’s web-enabled financial, asset and accounting management system, PM GFEBS and PM GCSS-Army continued to develop federated tactical solutions. Under the Federated Approach to accounting, GCSS-Army continued to leverage the GFEBS core design template to begin developing a single business process that will allow the Army to integrate logistics, financial, maintenance, property accountability of assets and accounting data.

Army Enterprise Systems Integration Program (AESIP):

The AESIP is the means to integrate the Army’s ERP solutions by providing a single source for enterprise hub services, centralized master data management and business intelligence and analytics. The AESIP has successfully provided centralized master data solutions for the Army’s customer and vendor data. In July 2009, AESIP went live with the initial Material Master

solution. This capability enables master data to be consolidated, synchronized, distributed and centrally managed across the enterprise. The AESIP is continuing to provide Enterprise Hub Services to various trading partners, which facilitates routing and transformation of data across the entire business process ensuring traceability and reliability of message processing and provides capability that will enable a reduction in the number of costly point-to-point interfaces. In addition, AESIP has established a Business Activity Monitoring capability which monitors business processes across multiple trading partners to minimize inefficiencies and reducing error wait times. A Business Intelligence capability has been implemented in support of the customer and vendor master data providing information to enable better decision making and streamlining the

maintenance of Department of Defense Activity Address Codes and Router Identifier Codes.

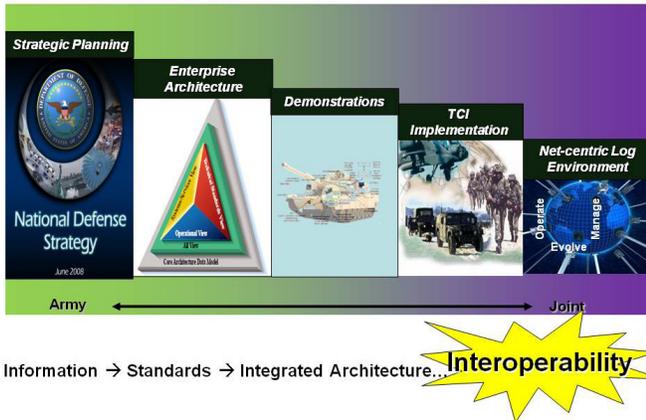
Logistics Information Warehouse (LIW):

The LIW is a strategic analytics suite of tools and logistics enterprise data warehouse for the Army. Its successful integration of the data storage layers from multiple logistics archives and decision support systems enables authoritative data sourcing for strategic analytics and business intelligence. LOGSA completed a design conversion from a custom coded data warehouse to commercial off-the-shelf (COTS) tools for data extraction, transformation, and loading, as well as its further exploitation of COTS for data modeling and metadata management. Technicians have created an enterprise data store to facilitate long-term data storage and query capability for the SALE. Over the last year, positive steps were made for LIW to meet IT standards of exchange in order to process and integrate data from legacy STAMIS with data from the ERPs to provide a complete logistics posture across the Army. The intent is for GCSS-Army, LMP, GFEBS, and AESIP, as well as STAMIS, to feed selected data to LIW enabling timely and informed decision making.

Common Logistics Operating Environment (CLOE):

CLOE is the Army G-4’s initiative to synchronize logistics concepts, organizational approaches, information, and a new generation of technologies into a single operational and technical architecture for current and future force structures. It supports the Logistics Domain by providing a standard Army Integrated Logistics Architecture (AILA), data standards, interfaces, and logistics processes through Operational Concept Descriptions. This effort is supported by a collaborative body of stakeholders that has built on its earlier successes in proof of enabler (POE) and demonstrations to develop and refine the capabilities to field self reporting platforms. As a result of an

Common Logistics Operating Environment - The Program



earlier POE, the Army aviation community continues to deploy initial capabilities for platform self-diagnosing/self-reporting data, enabled by a common architecture across and at platform maintenance with operational units in the field. Efforts have continued to provide improvements in the SAMS-E digital Logbook to provide the capability for maintainers and platform operators performing field level maintenance with the ability to acquire, update, and exchange equipment logistics data to reduce errors, eliminate paper forms, shrink the logistics footprint and increase the accuracy of reporting and readiness. Over the last year, the U.S. Army Logistics Innovation Agency Logistics (LIA) and other stakeholders have been leveraging CLOE standards and related PM efforts to establish an end-to-end CLOE capability (Threshold Capabilities Implementation (TCI)) in 2012.

Army Integrated Logistics Architecture (AILA): AILA is the Army’s designated overarching logistics architecture, providing the means to move and translate data into meaningful information from multiple sources. The AILA provides a means to achieve integration and interoperability in the business and Warfighter domains. The AILA was designated the Logistics Architecture for the Current Modular Force by the U.S. Army Training and Doctrine Command (TRADOC) in early 2008. Architecture versions have been formally validated through the Brigade Combat Team Level and efforts are expanding to incorporate National level business processes. Over the last year, development and integration of System View products have been provided to program managers to include PM GCSS-Army. The AILA has been used in the development of CBM+ ontology development and to synchronize CBM+ and sustainment strategies with the architectures. As the architecture is defined, the AILA has an increased role in inter-service and national level synchronization and integration of information and business processes.

Business Process Management Framework (BPMF): The BPMF contains business process models used by analysts to perform process and data related analysis in support of process optimization. The top level BPMF structure defines the scope of the SALE to include both the tactical and national components. The process models are used predominately by the national component in support of SALE business process management, transition planning, and issue resolution. BPMF provides a repository of reusable business objects to include system, policy, organization, and data objects. The reuse of these common objects promotes a standard methodology for scoping and expedites analysis efforts for enablement of these processes with new technology and technology platforms. The BPMF documentation enables alignment of the SALE to commercially recognized reference processes that support SAP implementation. This alignment ensures the execution of Army business processes in support of leadership priorities and objectives as well as the alignment of technologies and systems with those processes that will enable the modernized SALE end-state.

Conditioned Based Maintenance Plus (CBM+): The intent of CBM+ is to reduce maintenance down time and increase operational readiness by repairing or replacing system components based on the actual condition of the component as opposed to other maintenance concepts, such as scheduled or time-phased maintenance procedures without compromising safety. As the Army’s lead for CBM+ implementation, the G-4 published CBM+ Implementation Roadmap and is staffing the CBM+ Implementation Plan Strategy. On 2 February 2009, Headquarters, TRADOC published a CLOE and CBM+ policy memorandum, which outlined guidance on developing and documenting capabilities for new and current systems utilizing the CLOE and CBM+ initiatives.

Item Unique Identification (IUID): IUID is a program to uniquely identify, mark and register tangible property items within the DoD. Items will be permanently marked with unique item identifier (UII), encoded in machine-readable symbologies and distinguishing an item from all other items. The IUID program is a foundation for enabling DoD to achieve improved readiness, total asset visibility, improved life cycle item management, and improved accountability. It is the cornerstone of the Army’s serialized tracking efforts and the essential enabling capability to “see and manage” materiel in procurement, transit, use, repair, and disposal. The resourcing and adoption of IUID and the use of the unique item identifier (UII) in conjunction with other AIT enablers will improve the fidelity of decision making information provided by logistics IT systems in support of the Warfighter. Army logistics IT systems will leverage IUID/UII and other AIT as part of their

transformation plans. The IUID program successes over the last two years included: publishing an Army overarching Army IUID strategy (8 Sep 2008); an Army IUID Implementation Plan (15 July 2009); and publishing HQDA G4 policy guidance (25 Jun 2009), which outlines Army IUID strategy, plans and guidance.

Automatic Identification Technology (AIT): AIT is media such as barcodes, RFID tags, magnetic strips, and satellite locating devices that are used to collect, aggregate and transport information for input or output to automation systems. AIT is also the fixed or portable tools that Soldiers and technicians will rely upon to electronically read AIT media and provide input and output to logistics automation systems. AIT provides the symbology for the encoding the IUID UII and the tools and devices to interface with platform systems in CBM+. The Army's current and future automation systems will leverage AIT to increase the efficiency of Soldiers and technicians in processing supply, maintenance and property accountability actions. AIT is an "imperative" capability to achieving optimum

performance within the future SALE systems; reducing latency and processing errors. The Army will continue work with DLA, USTRANSCOM and the Services to resource and adopt the DoD AIT CONOPS and Implementation Plan common AIT objectives to assure interoperability and logistics connectivity over the joint enterprise.

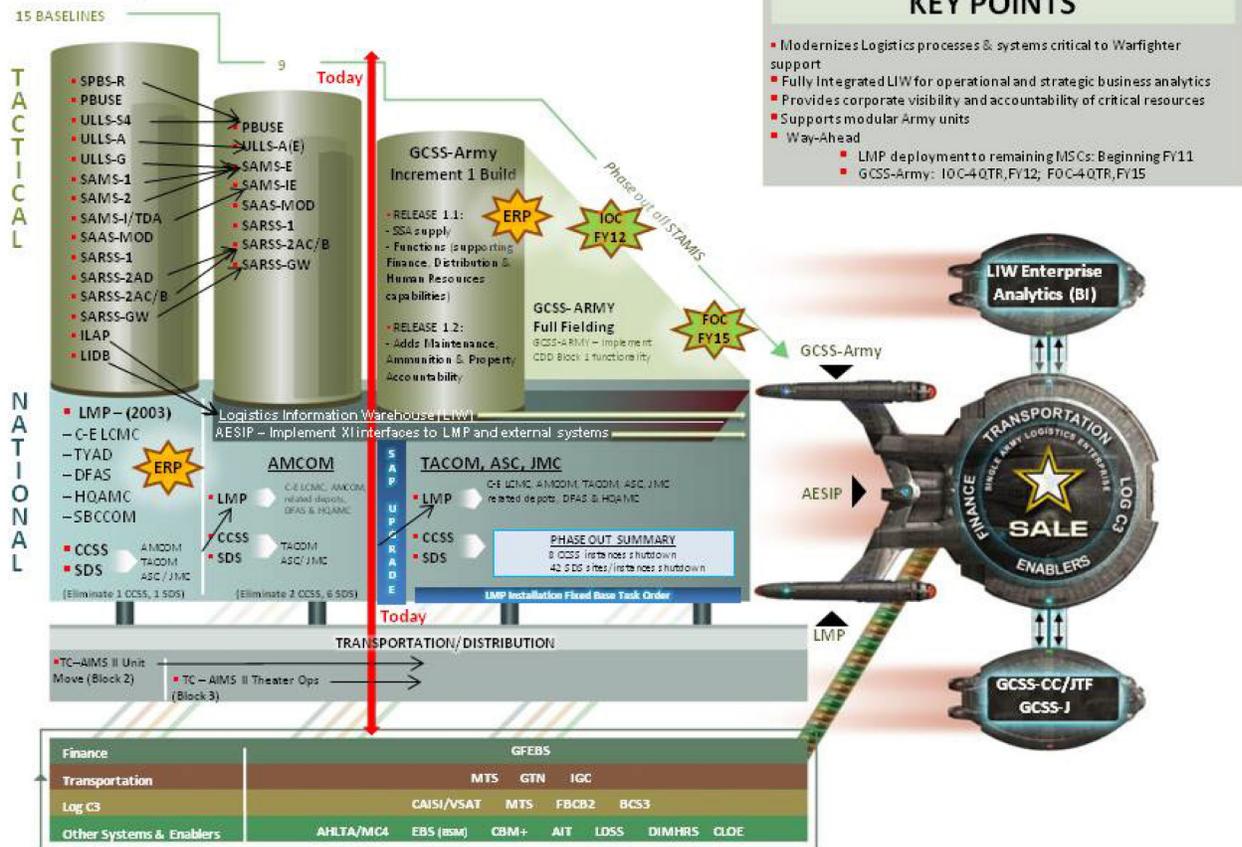
Charting the Way Ahead

As the Army approaches the close of the decade, efforts must continue to resolve cross domain integration issues, fund programs to continue the implementation of ERP capabilities, establish procedures to operate in a mixed IT environment, and collaborate with the Joint community to identify capability gaps and redundancies between the Services.

To achieve the SALE end state, the Army will continue to define, plan, fund, and field capabilities that integrate logistics processes from "Factory to Foxhole". This will allow the Army

Army Logistics Automation Strategy

(As of 23 Nov 09)



to efficiently and effectively manage its full inventory of assets, provide critical information to commanders in the operational environment, and enable the conduct of ARFORGEN support and sustainment actions.

Logistics Domain focus over the next two years will be to:

- Field LMP to the remaining organizations in AMC, to LCMCs, depots and arsenals.
- Continue to develop and implement an Industrial Base Modernization (IBM) capability.
- Plan for the implementation of Installation Fixed Base (IFB) capabilities.
- Prepare for the implementation of GCSS-Army by developing and integrating unit-level supply, maintenance, property accountability, and associated tactical financial functionality, and conducting an Operational Assessment of Release and follow-on operational testing of GCSS-Army with Initial Operating Capability (IOC) in FY12.
- Field and enhance AESIP to:
 - » Continue to provide Enterprise Hub Services.
 - » Extend the Material Master capability.
 - » Extend the Business Activity Monitoring (BAM) capability to support additional trading partners and provide a portal to access the health and statistics.
 - » Provide Enterprise Level Reporting capability.
- Continue LIW enhancements within the applications to enable users to exploit new technological features such as end-user-defined business intelligence, web-based published services, and numerous other efficient methods of providing relevant information to business clients.
- Continue to standardize, document and include CLOE standards in logistics business processes, to include information structures, data analysis tools and refine products for E2E enterprise-wide application.
- Plan for the CLOE Threshold Capability Implementation (TCI).
- Integrate and synchronize efforts of stakeholder communities to field platform-based enablers by program managers to obtain automated information for enhanced accuracy and timeliness (e.g., CBM+, IUID, and AIT).
- Formulate a data strategy that defines a mechanism for sharing logistics data within the Domain and across the Army.
- Promote joint logistics interoperability.
- Communicate the criticality of logistics IT systems' support and sustainment and resource these requirements in the 2012-2017 POM.

CLOSING THOUGHTS

The Army will continue to close in on its objectives to re-balance the Army by restoring readiness, adding strategic flexibility, and sustaining the all volunteer Force. These challenges have increased in complexity and difficulty with growing competing national priorities, shifting of forces in the areas of operation, and the growing complexity of the mixed IT environment. As the ARFORGEN process is institutionalized throughout the Army, the logistics community is assessing its impacts on policies and identifying the information and associated data necessary for its effectiveness and efficiency. The next two years will be critical in this effort. We have no choice: the Army logistics modernization must continue if it is going to provide our Soldiers with the logistics responsiveness and accuracy they require and deserve.

This document is intended to provide a high level view that will help define and provide an understanding of the many initiatives and tasks before us in the next several years. As the Army's efforts move towards an Army Enterprise approach, it must also increase the Army's abilities to function in a Joint and multinational operational environment.

The Army Logistics Domain Team has accomplished much to date but there is much left to be done. We are on the verge of making some truly significant logistics advances that will benefit our Army and nation in the decades ahead. Our challenge is to bring about these changes while sustaining the force and modernizing our units without adversely impacting our Soldiers. Working together we can complete the task of converting the Army to modular formations and making the Single Army Logistics Enterprise a reality.



The Army Logistics Domain Information Technology Strategic Plan FY2010 - FY2011

Document AKO Link: <https://www.us.army.mil/suite/doc/19329804>
G46 POC: Mr. George Brewer
(703) 693-6704 / DSN: 223-6704