

**DEPARTMENT OF DEFENSE**

# **Strategy for Improving DoD Asset Visibility**

---

January 2014



**Assistant Secretary of Defense  
for Logistics and Materiel Readiness**

## **A Message from the Acting Assistant Secretary of Defense for Logistics and Materiel Readiness**

---

The *Strategy for Improving DoD Asset Visibility* was developed to guide and integrate Department-wide efforts to improve asset visibility, reduce supply chain risk and improve logistics decision making. The Strategy creates a framework whereby the Components work collaboratively to identify improvement opportunities and capability gaps as well as leverage automatic identification technology (AIT) capabilities, such as radio frequency identification (RFID) and item unique identification (IUID). These capabilities aid in providing timely, accurate, and actionable information about the location, quantity and status of assets.

The initial edition of this Strategy details supporting execution plans (SEP) that build on AIT efforts to date, improving visibility and accessibility of data as assets flow through the DoD supply chain. These SEPs describe the approach for addressing specific process, data and technical improvements, and logistics related opportunities that would measurably improve visibility of asset data.

As visibility of asset data improves, DoD's focus will expand to the integration of the data into appropriate business processes and information technology systems, enabling availability of data to various levels of DoD personnel in order to inform decision making and improve customer confidence in the supply chain. The net result will be a further reduction of the overall DoD footprint, based on improved information reliability.



Paul D. Peters  
Acting Assistant Secretary of Defense  
for Logistics and Materiel Readiness

## Executive Summary

An effective DoD supply chain is essential to Warfighter readiness. United States Transportation Command (USTRANSCOM), the Defense Logistics Agency (DLA), and DoD Components provide the logistics capabilities that deliver supply chain and deployment/distribution support necessary to meet Warfighter demands, wherever and whenever required. End-to-end visibility of assets, from acquisition to transportation, supply, maintenance and disposal, from origin to employment, and all points in between including the “point of need,” is required to achieve a more seamless and effective DoD supply chain. This visibility requires integration among DoD Components, and industry partners that operate DoD’s supply chain. For purposes of this Strategy, asset visibility is inclusive of the sub-components: asset tracking (AT), in-transit visibility (ITV) and lifecycle management of assets (item unique identification (IUID)).

This Strategy creates a framework whereby DoD can work collaboratively to:

- Coordinate and integrate Department-wide efforts to improve end-to-end supply chain asset visibility
- Build on existing infrastructure, current business process and system improvements

The overall goal of the Strategy is to enhance asset visibility in a manner that provides the ability to track assets throughout their lifecycle, and to transform asset data into actionable information supporting logistics decisions and improved customer confidence. Activities undertaken to execute this Strategy will improve:

- Visibility into customer materiel requirements and availability of resources to meet those requirements
- Visibility of assets in-transit, in-storage, in-process and in-theater
- Efficiency of physical inventories, receipt processing, cargo tracking and unit moves
- Inventory existence and completeness in support of audit readiness
- Access to asset visibility data for informed logistics decision making across DoD
- Data integration, and interoperability
- Accuracy, reliability and timeliness of data collection with the least amount of human intervention

Successful asset visibility improvement requires continuous identification, integration, and monitoring of efforts such as process improvement, new/modified training, automated information system updates, policy changes to improve end-to-end supply chain management, deployment/redeployment/sustainment/retrograde support to the combatant commands (CCMDs) and Services.

Asset visibility improvements are identified through supporting execution plans (SEP) developed by Services, DLA, USTRANSCOM, and Joint Staff. SEPs build on current visibility efforts and

describe objectives, action plans, measures of success, and implementation costs for addressing specific process, data and technical improvements.

Logistics support to the Warfighter must be maintained and improved in a constrained funding environment. Supply chain execution risk must be reduced and customer confidence in the supply chain increased. This is achieved by reducing disruptions in the deployment/redeployment/distribution of critical assets, and ensuring the right asset is delivered at the right time, in the right condition, and in the right quantity to satisfy Warfighter requirements.

## Table of Contents

<b>Chapter 1 DoD Asset Visibility – Overview</b> .....	<b>6</b>
Evolution of DoD Asset Visibility.....	6
Problem Statement.....	9
Goals and Objectives .....	9
Concept of Operations (CONOPS).....	11
Strategic Alignment .....	13
Doctrine and Policy Alignment.....	14
<b>Chapter 2 Strategy for Improving DoD Asset Visibility</b> .....	<b>16</b>
Strategy Development.....	17
Responsibilities and Oversight.....	18
<b>Chapter 3 DoD Asset Visibility Improvement Plan</b> .....	<b>21</b>
Supporting Execution Plans (SEP) .....	21
Improvement Areas.....	23
Key Capabilities Implemented.....	24
Improvement Sub-Plans.....	25
<b>Chapter 4 DoD Asset Visibility Improvement Sub-Plans</b> .....	<b>27</b>
Sub-Plan 1: Supply Chain Execution (SCE).....	27
Sub-Plan 2: Data Capture and Collection (DCC) .....	29
Sub-Plan 3: Data Standards and Integration (DSI).....	31
Sub-Plan 4: Data Analysis (DA).....	32
<b>Appendix A – Detailed Evolution of DoD Asset Visibility</b> .....	<b>34</b>
<b>Appendix B – Accomplishments and Lessons Learned</b> .....	<b>47</b>
<b>Appendix C - References</b> .....	<b>50</b>
<b>Appendix D – GAO High Risk</b> .....	<b>51</b>
<b>Appendix E – Supporting Execution Plan Format</b> .....	<b>52</b>
<b>Appendix F – Detailed Supporting Execution Plans</b> .....	<b>57</b>
Supply Chain Execution (SCE) .....	57
Data Capture and Collection (DCC) .....	85
Data Standards and Integration (DSI).....	129
Data Analysis (DA).....	138
<b>Appendix G – Item Unique Identification (IUID) Integrated Master Schedules</b> .....	<b>146</b>
<b>Appendix H – Strategy Alignment to the Seven Elements of a Strategic Plan</b> .....	<b>149</b>

**Appendix I – Abbreviations ..... 150**

**Table of Figures**

Figure 1 - Evolution of DoD Asset Visibility (2004 - 2013+) ..... 8  
Figure 2 - Strategy Relationship to Other DoD Plans and Efforts ..... 14  
Figure 3 - Strategy Development and Execution Process ..... 17  
Figure 4 - SEP Cost Summary ..... 33

## Chapter 1 DoD Asset Visibility – Overview

DoD has successfully executed complicated global logistics efforts in support of force deployment/redeployment, sustainment, and retrograde in every major deployment, from Operations DESERT SHIELD and DESERT STORM through 12 years of war in Iraq and Afghanistan. Based on lessons learned, DoD introduced visibility capabilities and automatic identification technology (AIT) to improve the ability to track assets as they progressed from unit home stations and from industry, stored in distribution locations, and flowed through the transportation system into theater.

An effective DoD supply chain is essential to Warfighter readiness. USTRANSCOM, DLA, and DoD Components provide the logistics capabilities that deliver the supply chain and deployment/distribution support necessary to meet the demands of the Warfighter wherever and whenever required. However, end-to-end visibility of assets, from acquisition to disposal, origin to employment, and all points in between including the “point of need<sup>1</sup>,” is required to achieve a more seamless and effective DoD supply chain. This visibility requires integration among DoD Components and industry partners that operate the DoD supply chain.

**Asset Visibility** – “Having it provides commanders and planners with ‘one stop shopping’ for timely and accurate information on the location, movement, status, and identity of units, personnel, equipment (maintenance and retrograde actions), and supplies by class of supply, nomenclature and unit during deployment operations.  
- JP 3-35 Deployment and Redeployment Operations

Asset visibility fundamentally solves the following Combatant Commander's questions: “Where has it been?” “Where is it now?” and “What condition is it in?” When associated with command and control data, such as lift schedules or impinging world circumstances, asset visibility is a key component for answering the question “When will it get here?”

For purposes of this Strategy, asset visibility is inclusive of the subcomponents: asset tracking (AT), ITV, and lifecycle management of assets (IUID).

This Strategy builds on the accomplishments of the DoD *Automatic Identification Technology Implementation Plan* dated March 2008.

### Evolution of DoD Asset Visibility

DoD has used AIT as a data capture tool for more than a quarter century, starting with linear bar codes and progressing to a variety of more advanced technologies and has explored use of a wide variety of AIT through prototypes and implementations throughout the Services and Agencies.

---

<sup>1</sup> Point of need — in distribution operations, a physical location within a desired operational area designated by the geographic combatant commander or subordinate commander as a receiving point for forces or materiel, for subsequent use or consumption. (JP 1-02) This would track shipments to either where the asset is used, or to a local inventory location and would require the Services’ to report/track shipments from their systems.

With the goal of improving the efficiency and effectiveness of the DoD supply chain, focus to date has been to improve segments of the DoD supply chain to track consolidated shipments in transit using AIT (including barcodes and active radio frequency identification (aRFID)). Passive RFID (pRFID) is primarily used in the United States for improving logistics business processes associated with item receipts, storage and, to a lesser degree, tracking individual shipments. Progress continues in determining the business value of extending pRFID to distribution locations outside the United States. Active RFID continues to provide visibility of unit cargo and sustainment materiel transiting the supply chain in support of the Warfighter. Distribution and strategic port processes have incrementally improved to take advantage of the maturing technology and systems. Systems, notably the Integrated Data Environment (IDE)/Global Transportation Network (GTN) Convergence (IGC), the Global Air Transportation Execution System (GATES), the Distribution Standard System (DSS) and the Cargo Movement Operations System (CMOS) have been enhanced to include data captured by AIT.

As the automated information technology (AIS) and AIT technology architecture is being put in place, DoD must now determine how to integrate existing technology infrastructure and the associated data in order to improve supply chain business processes, inform decision makers, and improve customer confidence in the supply chain. **Figure 1** provides a high-level summary of how asset visibility strategies at the DoD level, have evolved from 2004. **Appendix A – Evolution of Asset Visibility** provides a detailed chronology of strategy execution progress since the 1990s, as well as the evolution of process improvements enabled by technology development and system enhancements, all designed to incrementally improve asset visibility and/or ITV. Additionally, asset visibility execution to date has resulted in a number of accomplishments that have provided “lessons learned” to be applied to future supporting execution plans. A summary of some of these accomplishments and key lessons learned is provided in **Appendix B – Accomplishments and Lessons Learned**.

	Where Have We Been? →	Where Are We Now? →	Where Are We Going?
Goal	Supply Chain Optimization		
Focus Area	Technology Exploration	Process Integration and Technology Refresh	Enterprise Integration
	2004–2007 →	2008–2011 →	2013+
Processes	<ul style="list-style-type: none"> <li>◆ Wholesale-focused</li> <li>◆ Receiving (Industry to Store)</li> </ul> <b>Localized Process Improvement</b>	<ul style="list-style-type: none"> <li>◆ Wholesale-retail Integration</li> <li>◆ Consolidation, Delivery (Deliver)</li> </ul> <b>In-Process, In-Storage, In-Transit, In-Theater</b>	<ul style="list-style-type: none"> <li>◆ End-to-End Integration</li> <li>◆ In-Theater (FOB Destination)</li> </ul> <b>Continuous Process Improvement</b>
Systems	<ul style="list-style-type: none"> <li>◆ DSS Changes (Receive, Store &amp; Ship)</li> <li>◆ WAWF (Ship)</li> <li>◆ MILS to DLMS EDI</li> </ul>	<ul style="list-style-type: none"> <li>◆ GATES Changes (Move)</li> <li>◆ AIT-capable ERPs</li> </ul>	<ul style="list-style-type: none"> <li>◆ Data Integration</li> <li>◆ Visibility Systems</li> </ul>
AIT Technologies	<ul style="list-style-type: none"> <li>◆ Barcodes (Still Relevant)</li> <li>◆ First aRFID and Then pRFID</li> <li>◆ Gen 1 EPC Tags (Class 0 and 2)</li> </ul> <b>Emerging and Maturing</b>	<ul style="list-style-type: none"> <li>◆ Hardware Upgrades (Prices Down, Capability Up, Read-Rates Up)</li> <li>◆ Gen 2 Tags</li> <li>◆ CIDD</li> </ul> <b>State of the Art/Industry Standards</b>	<ul style="list-style-type: none"> <li>◆ IIUID</li> <li>◆ Wireless/Mesh Technology</li> <li>◆ Satellite</li> </ul> <b>Requirements-Based Tech Insertion</b>
Expected Outcomes	<b>Operational Efficiencies</b>	<b>Integration and Upgrade</b>	<b>Performance Optimization</b>

Figure 1 - Evolution of DoD Asset Visibility (2004 - 2013+)

## **Problem Statement**

Supply chain management in DoD is not limited to the physical aspect of buying, receiving, storing, or transporting items but also requires the capturing, managing, integrating, and sharing the related information about the item itself, whether it is in-storage, in-transit, in-process, or in-theater.

Today, logistics data necessary to make responsive logistics decisions is being captured at major supply chain nodes. However, limitations still remain in the effectiveness and efficiency of data capture, the ability to maintain visibility of these assets as they traverse the end-to-end supply chain and in the ability to create an enterprise view of the data. These challenges are largely due to:

- Supply chain customers not knowledgeable/trained on where or how to access data that is available
- Inability to effectively integrate and make accessible key asset visibility data that enhances the shared awareness needed for efficient and effective planning and decision making
- Data-rich silo systems cannot readily exchange their data for use by other supply chain customers
- Inconsistent use of defined enterprise data and transaction standards
- Lack of effective mechanisms to gather and report data accuracy, reliability, timeliness
- Captured data is not always linked to an AIS or not associated with supply and transportation data resident in the AISs

## **Goals and Objectives**

In response to the challenges of the current environment, the overall purpose of this Strategy is to create a framework whereby the Components can work collaboratively to enhance asset visibility in a manner that provides accurate, reliable, and timely data to track where assets are located throughout their lifecycle, to transform asset data into actionable information in support of logistics decision-making and improved customer confidence. Activities and improvements undertaken to execute this Strategy will support the achievement of the following goals:

- Improve visibility into customer materiel requirements and availability of resources to meet those requirements
- Enhance visibility of assets in-transit, in-storage, in-process, and in-theater
- Improve efficiency of physical inventories, receipt processing, cargo tracking, and unit moves
- Increase inventory existence and completeness in support of audit readiness
- Enable a single authoritative asset visibility data set that is integrated and accessible to support informed logistics decision making across DoD

- Implement AIS strategies for improved asset visibility, data integration, and interoperability
- Deploy AIT (e.g., RFID and 2-dimensional Data Matrix symbols) to capture data about items and shipments for enhanced accuracy, reliability, and timeliness with the least amount of human intervention

In support of achieving the above goals, this Strategy provides a foundation for identifying opportunities, across the end-to-end supply chain, that meet one or more of the following objectives:

- Increase efficiencies such as delivery accuracy and/or cycle times and provide better customer service by changing or adjusting supply chain or asset movement processes
- Increase the accuracy, reliability, and timeliness of asset data, and the ability to identify and track assets via the use of AIT
- Increase interoperability and visibility of asset data with the use of common standards-based AIS infrastructure and enterprise-wide exchange of standard asset and supply chain event data
- Improve trend and predictive analysis, enterprise performance metrics, and logistics decision making through the use of actionable asset visibility information

## Concept of Operations (CONOPS)

Asset visibility provides users with timely and accurate information on the location, movement, status, and identity of units, personnel, equipment, materiel, and supplies. More importantly, asset visibility must facilitate the capability to act upon this information to improve overall performance of DoD's logistic practices. The overall goal is to have actionable information available to supply chain customers about the location, quantity, and condition of their materiel assets in order to optimize inventory posture and preclude unnecessary procurement of assets.

### **Automatic Identification Technology (AIT) and Automated Information Systems (AIS)**

AIT and AISs are the basic building blocks in DoD's effort to provide timely asset visibility in the logistics pipeline, whether in-storage, in-transit, in-process or in-theater. AIT media includes barcodes, aRFID, and pRFID and premium AIT such as satellite tags and cell technology. By enabling data collection and transmission to AIS, AIT provides DoD with the capability to track, document and control deployment of units and materiel. In turn, AISs translate the supply and transportation data into human-usable formats (user interfaces or visualizations) which provide actionable information for decision makers.

To ensure a high-performing and agile supply chain DoD will integrate AIT with logistics information systems to facilitate DoD-wide asset visibility. Implementing and maintaining AIT and AIS capabilities allow for the creation of actionable management information to be used in support of:

- Effective cost management, maintaining accountability, and controlling assets
- Improved shipping/receiving/transportation timelines and accuracy
- Elimination of duplicate orders
- Inventory management improvements
- Increased labor productivity
- Automated receipt and acceptance processes

---

### **Strategy Definitions**

---

**Asset Visibility** – *The ability to determine the location, movement, status, and identity of units, personnel, equipment, and supplies. It facilitates the capability to act upon in-formation to improve overall performance of DoD logistics practices. (Source: JP 3-35)*

---

**Asset Tracking** – *The physical act of monitoring the progress of an asset throughout the supply chain. (Source: AJP-4.11)*

---

**In-transit Visibility (ITV)** – *The ability to track the identity, status, and location of DoD units, and non-unit cargo (excluding bulk petroleum, oils, and lubricants) and passengers; patients; and personal property from origin to consignee or destination across the range of military operations. (Source: JP 4-01.2)*

---

**Item Unique Identification (IUID)** – *a system of assigning, reporting, and marking DoD property with unique item identifiers that have machine-readable data elements to distinguish an item from all other like and unlike items (Source: DFARS 252.211-7007)*

---

**Supply Chain** – *The linked activities associated with providing materiel from a raw material stage to an end user as a finished product. (Source: JP 4-09)*

---

**Supply Chain Management** – *A cross-functional approach to procuring, producing, and delivering products and services to customers. The broad management scope includes sub-suppliers, suppliers, internal information, and funds flow. (Source: JP 4-09)*

---

- Reduced shrinkage

Further, aRFID and satellite tracking enhanced with the application of sensor technology, have demonstrated the potential for intrusion detection and cargo condition and integrity monitoring.

### ***Item Unique Identification (IUID)***

DoD has recognized the potential of IUID as a key AIT enabler for improving asset visibility, both for product life-cycle management and accountability in the supply chain. **Appendix C, Reference j**, requires unique item identifier (UII) to be used globally as a common key in financial, property accountability, acquisition, supply, maintenance, and logistics systems. Implementation efforts underway will leverage IUID capabilities to provide item-level traceability and management for key inventory and maintenance processes. Upon full implementation DoD will employ a standard approach for IUID-enabled serialized item management to decrease the risk of error by providing the unique item data needed to improve maintainability at all levels of maintenance (organizational, intermediate, and depot), prevent introduction of counterfeit parts into inventory, and automate links to the transportation control number (TCN) providing the item-level visibility required by asset visibility systems, i.e., USTRANSCOM's IGC/Asset Visibility and DoD's RF-ITV server.

The enterprise-level implementation of IUID will permit the tracking of military equipment and general equipment assets across their life-cycle by tying them to accountable property systems of record (which link to custodial owners, location, condition, status, inventory history, historical maintenance, and warranty-related information). Once condition and location information about uniquely managed items is available at an enterprise-level the data will:

- Provide reliable data for engineering analysis and logistics support decisions
- Achieve significant reliability and maintainability improvements and some material management improvements
- Reduce the induction of counterfeit parts into the DoD supply chain
- Better control government property, by tying assets to accountable property officers in accountable property systems of record
- Enhance and simplify multiple serialized item management (SIM) applications by standardizing previously disparate serial number schemas into a globally unique identification program and using a standard machine-readable mark for all IUID-eligible items procured by the DoD
- Support the achievement of clean audit opinions on the property, plant, and equipment and operating materials, and supplies portion of DoD financial statements

In order to combat counterfeiting of parts the DoD will use the IUID UII in accordance with **Appendix C - Reference(s)** for critical materiel identified as susceptible to counterfeiting to enable authoritative life-cycle traceability and authentication.

The target population for IUID marking, as approved by the Joint Logistics Board (JLB) includes:

- Major end items
- Small arms and light weapons
- Nuclear weapons-related materiel
- Classified items
- Sensitive items
- Pilferable items
- Critical safety items
- Items currently serially managed, including items in unique item tracking programs
- Serially managed, warranted items
- Any other item that the material manager or program manager deems appropriate

DoD's strategy for marking is, "Mark what needs to be marked" within target populations. The Components have developed IUID implementation plans to:

- Mark existing legacy items via dedicated marking teams and opportunistic marking
- Include IUID marking requirements in new procurements in accordance with DFARS 252.211-7003
- Update AISs as required to support the capture and use of IUID marking data
- Identify and implement AIT infrastructure to support the capture of IUID data

At the DoD level, IUID efforts include updates to the DoD Instruction 8320.04, *IUID Standards for Tangible Personal Property*, DoD Instruction 4151.19, *Serialized Item Management (SIM) for Materiel Maintenance, 1* and to DoD Manual 4140.01, *DoD Supply Chain Materiel Management Policy*, development of the Integrated Requirements Set for IUID, and implementation of the Federal Logistics Information System (FLIS) code for IUID. Department-level and Component-level summary implementation plans can be found at **Appendix G – IUID Integrated Master Schedules**.

## Strategic Alignment

This Strategy enables identification of improvement activities in support of the *DoD Logistics Strategic Plan* dated June 2010. Each activity describes supporting execution actions, milestones, and measures directly related to improving asset visibility. As such this Strategy directly supports the following DoD Logistics Strategic Plan goals:

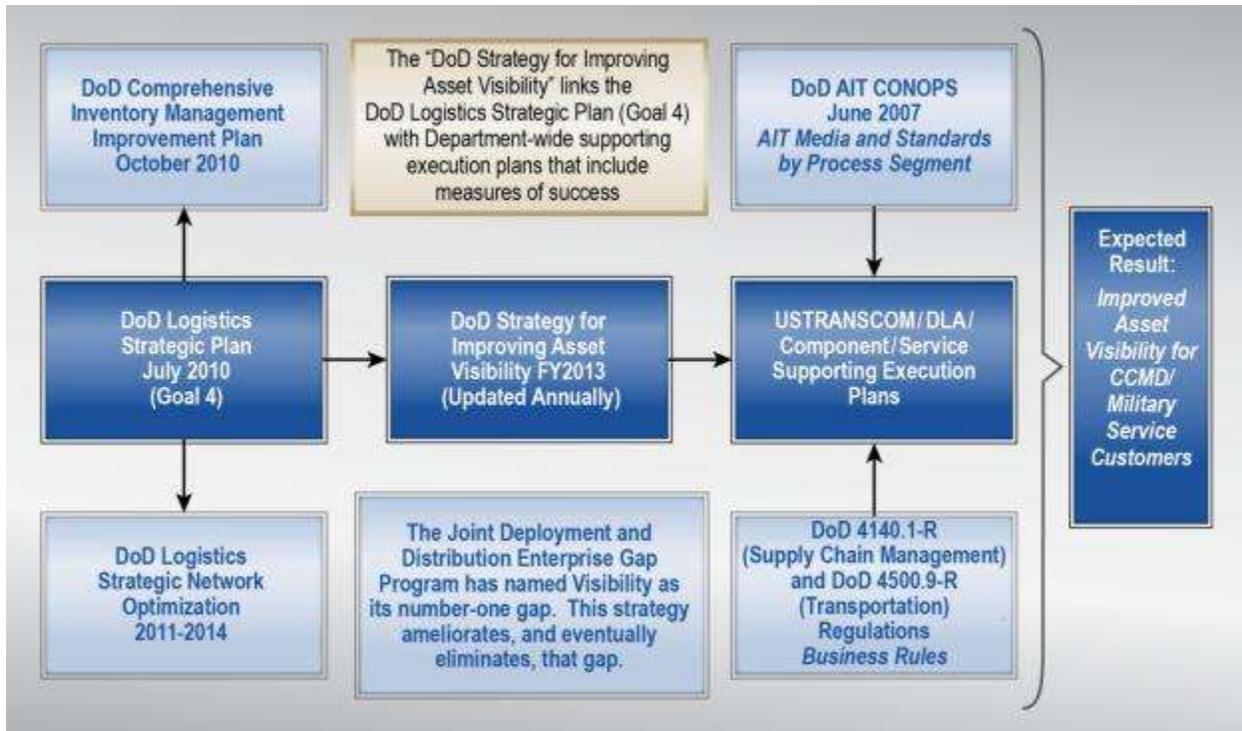
- **Goal 1:** Provide logistics support in accordance with Warfighters' requirements
- **Goal 4:** Improve supply chain processes, synchronizing from end-to-end and adopting challenging but achievable standards for each element of the supply chain

Further, this Strategy supports the Distribution Process Owner (DPO) in regards to the Joint Deployment and Distribution Enterprise (JDDE) Gap Program, to include Gap #1 - Visibility.

Finally, this Strategy aligns with the following enterprise-level metrics:

- Percent of negotiated time-definite delivery standards met globally
- Number of days of customer wait time (time from submission of order to receipt of order) by lift area

**Figure 2** shows how the Strategy document links to the DoD Logistics Strategic Plan, other related plans and strategies, and supporting execution plans.



**Figure 2 - Strategy Relationship to Other DoD Plans and Efforts**

## Doctrine and Policy Alignment

The goals and objectives outlined in this Strategy support the requirements established in the following doctrine and policy.

### ***Joint Publication (JP) 4-0, Joint Logistics***

JP 4-0 provides foundational joint doctrine that mandates end-to-end synchronization of all elements of deployment and distribution and the requirement to improve supply chain visibility to provide optimal end-to-end support to deployment/redeployment, sustainment, and retrograde operations.

### ***JP 3-35, Deployment and Redeployment Operations***

JP 3-35 highlights the requirement for “force visibility,” including asset visibility of deploying and redeploying forces and sustainment materiel en route to an operation or a unit. ITV, as a

component of asset visibility, preserves the link between the in-transit force and a deployment force's mission.

#### ***Supply Chain Management Regulation and Defense Transportation Regulation (DTR)***

Since 2000 it has been DoD's policy for Components to leverage AIT, such as active and passive RFID, and linear and two-dimensional barcodes, where appropriate for DoD supply chain execution and asset movement, based on business rules documented in DoD 4140.1-R, *DoD Supply Chain Materiel Management Regulation*, and DTR 4500.9-R, *Defense Transportation Regulation*. In 2004, in support of this joint doctrine, DoD intent was codified in policy. This policy was established to take full advantage of the inherent end-to-end supply chain efficiencies enabled by technology to improve Warfighter logistics support. Following these regulations, pRFID became a mandatory DoD requirement on solicitations to suppliers who ship to DLA depots issued after October 1, 2004, based on the conclusion that "an RFID-capable DoD supply chain ... will provide a key enabler for the asset visibility support down to the last tactical mile that is needed by our Warfighters." (Appendix C, Reference (r))

#### ***Defense Federal Acquisition Regulation Supplement (DFARS)***

DoD continues to clarify and amend the DFARS related to supplier requirements on the application of AIT. DoD issued its most recent rule on pRFID effective September 20, 2011 (DFARS Case 2010-D014). The case clarified that RFID requirements apply only to passive RFID; supplied a link to a web site in lieu of individually listing ship-to addresses; enabled contracting officers to add tagging requirements to contracts shipping to DoD Activity Address Codes (DODAACs) not specifically listed at the web site; and made pharmaceuticals subject to the Class VIII RFID tagging requirements.

#### ***Defense Logistics Manual (DLM) 4000.25***

Logistics data exchange standards are published and continually updated in DLM 4000.25, *Defense Logistics Management System (DLMS)*, to promote business and visibility systems interoperability.

#### ***Distribution Process Owner (DPO)***

DoDD 5158.06, *United States Transportation Command (USTRANSCOM)*, designates the Commander, USTRANSCOM, as the DoD DPO. The Assistant Secretary of Defense for Logistics and Materiel Readiness (ASD(L&MR)) retains responsibility for both AIT and ITV policy with this designation.

These and other major policy references are listed in **Appendix C – References**.

## Chapter 2 Strategy for Improving DoD Asset Visibility

USTRANSCOM, DLA, and other DoD Components provide logistics capabilities that deliver the supply chain and deployment/distribution support necessary to meet the demands of the Warfighter wherever and whenever required. End-to-end visibility of assets, from acquisition to disposal, from origin to employment, and all points in between including the "point of need," is essential to achieve an effective DoD supply chain. This visibility requires integration among DoD Components, and industry partners that operate the DoD supply chain. Therefore DoD's **Strategy** is to improve asset visibility in a coordinated and integrated fashion, following three key steps:

- 1) *Analyzing and prioritizing pertinent deployment/distribution processes or logistics improvement opportunities,*
- 2) *Taking appropriate action to improve end-to-end visibility (e.g., process improvement, technology application, AIS changes, training, and/or policy changes) that will enhance deployment/redeployment, sustainment, retrograde, and operational effectiveness and efficiency, and*
- 3) *Monitoring and evaluating measures of success to drive continuous improvement.*

To address opportunities for improving asset visibility, this Strategy follows a repeatable approach to include:

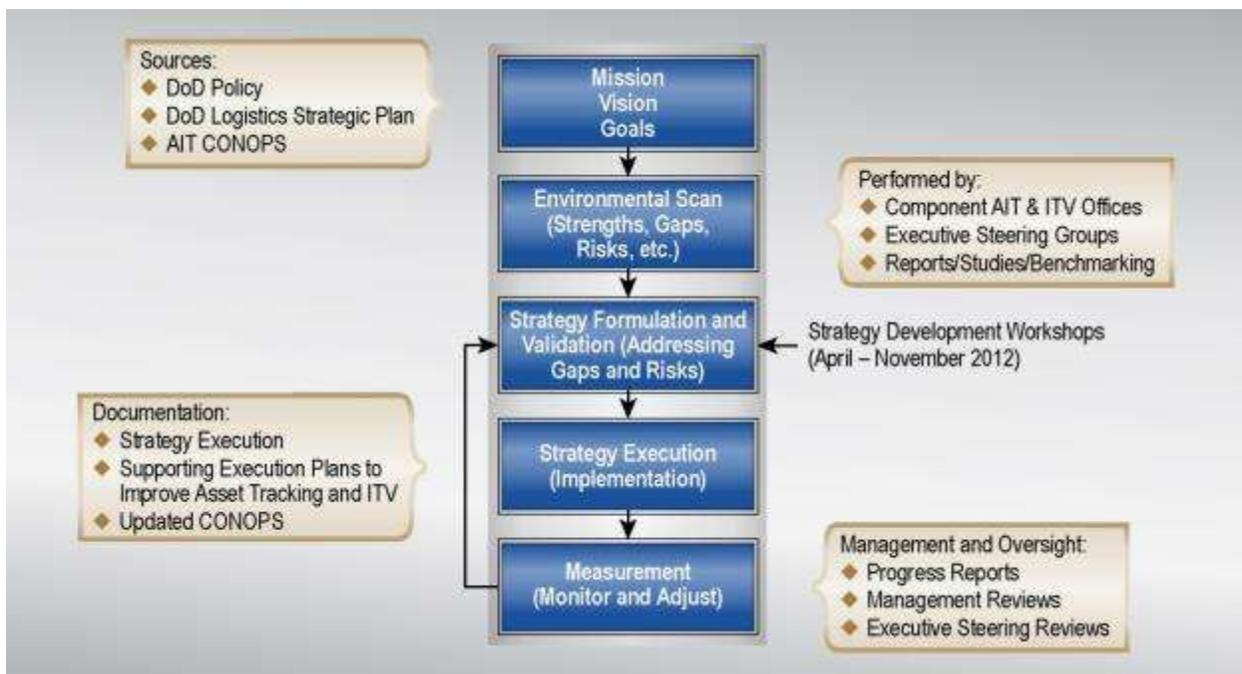
- Documenting processes used within deployment/redeployment, sustainment, and retrograde capabilities
- Identifying roles and responsibilities at each supply chain node within the process
- Identifying materiel asset "hand-offs" and associated visibility data
- Understanding existing data management and technology infrastructure including needed upgrades based on performance requirements
- Documenting logistics improvement opportunities impacting asset visibility and ITV to determine appropriate improvement actions to be taken
- Facilitating a common understanding of efficiency and effectiveness of end-to-end deployment/redeployment, sustainment, and retrograde operations to continuously identify and analyze improvement opportunities

Improving asset visibility using this approach will increase customer confidence in the supply chain and reduce supply chain risk.

Further, the Strategy includes supporting execution plans (SEP) that build on efforts to date to improve asset visibility and materiel distribution. These SEPs describe the approach for addressing specific process, data and technical improvements, and logistics-related opportunities that would measurably improve asset visibility.

## Strategy Development

In support of the DoD Logistics Strategic Plan Goals 1 and 4, a series of strategy development workshops were held in April through November 2012, initially with representatives from the Office of Deputy Assistant Secretary of Defense for Supply Chain Integration (ODASD(SCI)), USTRANSCOM J5/4, and DLA J-3, followed by sessions that included Joint Staff J4 and the Services. The purposes of these workshops were to: (1) gain a common understanding of the vision, goals, and strategy for improving asset visibility; (2) assess progress-to-date; and (3) identify improvement opportunities requiring SEPs to improve asset visibility. The conclusion from the workshops was an agreement on long-range focus areas and a Department-wide coordinated approach to improve asset visibility and ITV through SEPs, as reflected in this Strategy document. **Figure 3** shows the strategy validation and execution process.



**Figure 3 - Strategy Development and Execution Process**

The strategy development workshops validated that a critical expected result from any strategy to improve asset visibility continues to be timely, accurate, actionable information regarding the identification, location, quantity, condition, movement, and status of DoD assets, throughout their life-cycle, from source of supply to operational customers and return, as well as during repair and disposition. Logistics support to the warfighting customers must be maintained and improved in a constrained funding environment, using practices that ensure excellent stewardship of decreasing budgets. Supply chain execution risk must be reduced by increasing customer confidence in the ability of the supply chain, reducing disruptions in the deployment/redeployment/distribution of critical assets and ensuring the right asset is delivered to the point of need at the right time, in the right condition, and in the right quantity to satisfy the Warfighters' support requirements.

This Strategy document is derived from the approach validated at the workshops and describes the supporting execution plans and supporting activities necessary to increase and improve asset visibility, resulting in achievement of the following *Vision*:

*Improved asset visibility, through continuously improving and innovating business processes, will result in more effective deployment/redeployment, sustainment, and retrograde operations and decisions, yielding integrated, end-to-end Warfighter support with increased customer confidence.*

Additional strategy evolution and refinement sessions will be held to ensure continued enterprise integration and synchronization. **Appendix D – GAO High Risk Series (DoD Supply Chain Management)** provides the Government Accountability Office (GAO) references used in developing this Strategy document.

## **Responsibilities and Oversight**

To ensure successful implementation of this Strategy, a defined and accountable management structure has been established to oversee the Strategy’s execution and to track progress. Likewise, the organizational responsibilities are assigned both to oversee the Strategy’s execution and to accomplish the implementation improvement efforts.

### ***Assistant Secretary of Defense for Logistics and Materiel Readiness***

- Prescribes Department-wide policies and procedures for the conduct of asset visibility matters in accordance with this Strategy
- Provides oversight of the Strategy development, implementation, and updating of the Strategy

### ***Deputy Assistant Secretary of Defense for Supply Chain Integration***

- Provides Department-wide oversight for development, coordination, approval, and implementation of this Strategy
- Reviews this Strategy and SEP implementation progress
- Develops and coordinates Department-wide policies and procedures necessary for improving asset visibility in accordance with this Strategy
- Chairs the Supply Chain Executive Steering Committee for the purposes of ensuring Component awareness, development, updating, implementation, and progress reporting of the SEPs

### ***DoD Services, DLA and USTRANSCOM***

- Provide Component representation on Asset Visibility Working Group and IUID Working Group to support initiatives related to continued Strategy development, implementation, studies, and analysis
- Ensure the successful execution of all supporting execution plans for which their organization is the office of primary responsibility (OPR)

- Identify opportunities to continuously improve asset visibility, within the Component and across DoD, which support achievement of the goals and objectives stated in this Strategy

### **Supply Chain Executive Steering Committee (SCESC)**

- Provides a common forum for inter-Component discussion and input to this Strategy
- Is comprised of flag-level representatives from DASD(Transportation Policy), Joint Staff, the four military Services, DLA, USTRANSCOM, and the GSA Director of Supply Operations (GSA)
- Reviews this Strategy document on an annual basis to identify new opportunities or amend supporting actions and to respond to changing or emerging DoD logistics challenges
- Conducts in-process reviews in order to ensure asset visibility improvement efforts are:
  - Achieving milestones, expected outcomes, and measures of success of supporting execution plans
  - Coordinated and shared across DoD
  - Used to inform resource planning and investment decision to achieve Department-wide improvements in asset visibility

### **Working Groups**

The working groups (Asset Visibility Working Group and IUID Working Group) that support the development and execution of this Strategy include representatives from the four Services, USTRANSCOM, DLA, Joint Staff, and other government agencies as needed. The working groups identify and share visibility capabilities and opportunities for improving end-to-end asset visibility and item life cycle management, and where improvement efforts underway or planned can be collaborated on and leveraged across Components or DoD.

#### **Asset Visibility Working Group**

- Identifies opportunities, across the end-to-end supply chain, to further improve asset visibility within DoD
- Monitors the execution of SEPs
- Identifies and collect additional SEPs, with associated implementation cost
- Gathers total implementation cost (funded and unfunded) for current and future efforts
- Reports progress to the SCESC
- Meets on a monthly basis

#### **IUID Working Group**

- Identifies opportunities across the end-to-end supply chain to further improve item life cycle management within DoD
- Develops standard IUID-enabled supply chain business process models
- Monitors the execution of IUID implementation plans including: asset marking, AIS updates, and AIT deployment

- Reviews and aligns IUID-related policies
- Reports progress to the SCESC
- Meets on a monthly basis

The ODASD Supply Chain Integration (ODASD(SCI)) website ([http://www.acq.osd.mil/log/sci/n\\_index.htm](http://www.acq.osd.mil/log/sci/n_index.htm)) will be used to capture, track, manage, and share detailed information about improvement efforts across DoD. Consolidation and tracking of such efforts will provide the SCESC and the working groups information necessary to help focus and prioritize the efforts and to influence where resources are being leveraged.

## **Chapter 3 DoD Asset Visibility Improvement Plan**

Logistics support to the warfighting customers must be maintained and improved in a constrained funding environment, using practices that ensure excellent stewardship of the Nation's funds. Supply chain execution risk must be reduced and customer confidence in the supply chain increased, by reducing disruptions in the deployment/redeployment/distribution of critical assets and ensuring the right asset is delivered to the point of need at the right time, in the right condition, and in the right quantity to satisfy the Warfighters' support requirements.

To this end, this Strategy is focused on improvements in operational performance, reduced execution risk, and improved decision making. Successful improvement requires continuous identification, integration, and monitoring of coordinated Component and Department-wide efforts – whether process improvement, new/modified training, technology insertion, AIS updates, and/or policy changes – to improve end-to-end supply chain management and deployment/redeployment, sustainment, and retrograde support to the combatant commands (CCMD) and Services.

This Strategy and the included supporting execution plans establish a management framework to ensure planned schedules are met or adjusted based on expected, reportable results, and that favorable outcomes and the desired end-state goals and objectives for asset visibility are achieved.

### **Supporting Execution Plans (SEP)**

Current and future activities will build on DoD progress to date in executing efforts that successfully improve asset visibility. The focus will be to leverage the successes and lessons learned to address current and future improvement opportunities and to optimize end-to-end deployment/redeployment, sustainment, and retrograde operations.

SEPs can either be for a single Component or for enterprise level improvement, where a single improvement is leveraged by more than one Component. Both contribute to improving asset visibility for DoD.

SEPs are structured to:

- Identify the improvement opportunity being addressed related to the supply chain segment(s) being improved
- Focus on resolution of a defined issue and analysis of what is required to improve, whether it is process improvement, technology enhancement, system change, policy change, training, or other enhancement
- Define measures of success to demonstrate asset visibility improvement
- Include implementation cost
- Identify internal and external factors that may inhibit the achievement of SEP objectives

## Measures of Success

Measures of success identify:

- The expected outcomes. Generic statements of improvements expected from the action(s) being taken
- Key performance indicators (KPI). Specific characteristics which, when measured, will indicate success or failure
- Acceptable level of success (ALOS). The measured level of a KPI which is considered to be successful

Each SEP should include **at least one outcome with its associated KPIs and ALOSs**, such as:

- Expected outcome: Complete verification and validation of security of data in support of asset tracking and ITV
  - *KPI: Completion of a formal vulnerability assessment with a report of positive/negative results no later than (date)*
    - *ALOS: Positive result verifying compliance with DoD security requirements outlined in DoDD 8500.01E.*
- Expected outcome: Increased supply chain performance
  - *KPI: Improved cycle times (e.g. logistics response time (LRT), customer wait time (CWT))*
    - *ALOS: LRT of X days or less*
    - *ALOS: CWT of X days or less*
  - *KPI: Improved inventory accuracy (e.g. unfilled orders (UFO), materiel availability (MA))*
    - *ALOS: UFO of X amount*
    - *ALOS: MA of X amount*
- Expected outcome: Improved logistics decision-making
  - *KPI: Reduced number of order follow-ups, order volumes*
    - *ALOS: Order follow-ups X amount or below*
    - *ALOS: Order volumes X amount or below*
  - *KPI: Reduced number of phone calls to call center*
    - *ALOS: Number of phone calls X amount or below*
- Expected outcome: Reduced supply chain risk and increased customer confidence (right item, right place, right time, etc.)
  - *KPI: Reduced number of instances of disruption in delivery of critical war-stopper items*
    - *ALOS: Number of disruptions X amount or below*
  - *KPI: Reduced number of instances of counterfeit parts*
    - *ALOS: Counterfeit parts X amount or below*
  - *KPI: Reduced number of Reports of Discrepancy from delivery of wrong part or failed delivery altogether*

- *ALOS: Reports of discrepancy X amount or below*

The template to be used for SEPs development is included in **Appendix E – Detailed Supporting Execution Plan Format**.

## **Improvement Areas**

For ease of managing execution of this Strategy, asset visibility improvement impacts to the end-to-end supply chain will be viewed within the context of the following four segments; in-storage, in-process, in-transit, and in-theater. Any current or future activities resulting from the execution of this Strategy should align with and result in improvements within one or more of these segments. The segments are defined as follows:

### ***In-Storage***

Materiel is considered to be in storage when it is not being handled or moved and is being kept in readiness under DoD control to fulfill a requisition or respond to an execute order. For example, materiel on the shelf in a DLA distribution center is in storage. Likewise, vehicles parked in a war readiness materiel lot and materiel prepositioned on maritime prepositioning ships are in storage.

### ***In-Process***

Materiel is in process when it is no longer static awaiting a requisition or execute order, but rather is being pulled from storage and prepared for shipment in response to a requisition or execute order. Materiel is also considered in process when it is being handled for other reasons (besides transport). For example, prepositioned equipment undergoing periodic reconstitution is in process, as are vehicles being prepared for disposition or aircraft undergoing depot maintenance.

### ***In-Transit***

Materiel is in transit when it is being shipped between DoD storage installations (such as depots) or transportation nodes. This does not include materiel in process, even though it is often moving. For example, materiel moving within a DLA distribution depot in preparation for shipment is still in process; materiel moving between distribution depots for stock leveling is in transit.

### ***In-Theater***

Since the entire world is divided into theaters under the command of geographic combatant commanders, all DoD materiel is technically in-theater. For the purposes of this categorization, “in-theater” refers to the destination theater of materiel in transit. “In-Theater” also refers to tracking shipments to either where the asset is used, or to a local inventory location, “point of need.” Processes in-theater may be significantly different, or at least more specific, than in the first three categories. This is especially true if a contingency is occurring in the theater at the time of shipment.

## **Key Capabilities Implemented**

There are currently existing methods of documenting supply chain movements enabling increased asset visibility within and across the supply chain segments.

### ***Defense Logistics Management System (DLMS)***

The DLMS prescribes the logistics management responsibilities, procedures, rules, and electronic data communications standards for use in DoD to conduct logistics operations. The Supply Process Review Committee (PRC) is the forum through which the DoD Components and other participating organizations may participate in the development, expansion, improvement, maintenance, and administration of supply requirements for the Defense Logistics Management Standards (DLMS), Military Standard Requisitioning and Issue Procedures (MILSTRIP), Military Standard Transaction Reporting and Accounting Procedures (MILSTRAP), and Reporting of Supply Discrepancies. DoD is in the process of replacing MILSTRIP transactions with DLMS equivalents that allow significantly enhanced data content and structure and facilitate automated electronic data flow between DoD components and our commercial business trading partners. These include the electronic data interchange (EDI) 511 Requisition, 856S Advance Shipment Notice, 527 Materiel Receipt Acknowledgement, and similar transaction sets affecting asset visibility. Additional DLMS changes will be developed as needed to meet Service asset visibility needs.

### ***Enterprise Data Environment***

Asset visibility enablers such as manifests, EDI, and AIT are currently being used to capture data and provide it to AISs for transmission to the IGC which has been designated as the DoD ITV system of record. Users can query the current ITV status of their cargo in IGC using the TCN or AIT device identification number. IGC also provides cargo detail to common operating pictures (COP) like the Single Mobility System (SMS), the Battle Command Support and Sustainment System (BCS3), the Tactical Service Oriented Architecture (TSOA), and the Global Combat Support System (GCSS).

### ***DoD Automatic Identification Technology Concept of Operations (AIT CONOPS)***

The AIT CONOPS, published by the DPO in June 2007, was created to specifically address how AIT should be used, the types of AIT media to be applied at the DoD supply chain and movement nodes, and key AIT attributes. It evaluates each process segment within the end-to-end deployment/redeployment and distribution process and designates a common set of AIT media to drive interoperability and integration across the supply chain. The AIT CONOPS reinforces a technology standards-based approach at every node within the supply chain where asset or supply chain event data is captured and shared at the enterprise level to provide improved asset visibility information.

**Appendix A – Evolution of Asset Visibility** provides a detailed chronology of DoD asset visibility progress since the 1990s, as well as the evolution of process improvements enabled by technology development and system enhancements, all designed to incrementally improve asset

visibility. Additionally, accomplishments to date have resulted in “lessons learned” to be applied to future supporting execution plans. A summary of selected accomplishments and key lessons learned is provided in **Appendix B – Accomplishments and Lessons Learned**.

### **Improvement Sub-Plans**

To achieve the defined goals and objectives stated in this Strategy, DoD will improve the capability to provide users with timely and accurate information on the location, movement, status, and identity of units, personnel, equipment, materiel, and supplies. It will also include the capability to act upon that information to improve overall performance of Department’s logistic practices. Actionable information available at all times about the location, quantity and state of materiel assets will optimize customer confidence and minimize unnecessary procurement of assets resulting from duplicate orders from customers who are unable to determine shipment status.

This plan builds on the AIT infrastructure, business process, and system improvement efforts currently ongoing and implemented to date.

In developing this Strategy DoD focused on the major categories of effort required to provide actionable information available at all times about the location, quantity, and state of materiel assets thus contributing to the successful achievement of the overall objectives and resolution of the stated challenges. These categories are Supply Chain Execution, Data Capture and Collection, Data Integration, and Data Analysis. The following table identifies the category objectives that support the objectives of this Strategy.

<b>Sub-Plan Category</b>	<b>Objective</b>
Supply Chain Execution (SCE)	Increase efficiencies such as delivery accuracy and/or cycle times and better customer service by changing or adjusting supply chain or asset movement processes.
Data Capture and Collection (DCC)	Increase the accuracy, reliability, and timeliness of data, and the ability to identify and track assets by using common standards-based and interoperable AIT.
Data Standards and Integration (DSI)	Increase interoperability and visibility of asset data with the use of common standards-based AIS infrastructure and enterprise-wide exchange of standard asset and supply chain event data.
Data Analysis (DA)	Improve trend and predictive analysis, enterprise performance metrics, and logistics decision making through the use of actionable asset visibility information.

**Figure 4 - Sub-Plan Categories**

## Chapter 4 DoD Asset Visibility Improvement Sub-Plans

Each DoD Component has diverse requirements but enjoys a common focus – successful supply chain support of deployment/redeployment, sustainment, and retrograde requirements.

Cohesively executing this Strategy in an integrated manner will require the DoD Components to perform their responsibilities, in their respective locations, with their respective systems, and using their respective processes, while recognizing the interrelationships, key touch-points and linkages among all capabilities. This will ensure logistics decision makers are provided common information concerning the identification, location, quantity, condition, movement, and status of DoD assets throughout their life-cycle from source of supply to operational customers and return, as well as during repair and disposition.

Within each category a SEP can either be a Component Improvement (the effort results in an improvement within a single Component) or Department-Wide (the effort results in an improvement leveraged across some or all Components.) The following is a high-level summary of each SEP by sub-plan category. Detailed information for each SEP to include cost and external risk factors is located in **Appendix F – Supporting Execution Plans**.

The next edition of this Strategy will be expanded to include additional SEPs from the Services, DLA, USTRANSCOM, and the Joint Staff with associated cost to implement. As additional SEPs are identified and submitted they will be made available across DoD via the ODASD(SCI) website and included in future updates to this document. The SEPs included in this edition of the Strategy are being monitored for completion and upon completion will be retained and available for future reference.

### Sub-Plan 1: Supply Chain Execution (SCE)

Supply chain execution improvements that may result in operational deployment/redeployment and materiel distribution efficiencies, such as better delivery accuracy and/or cycle times and optimized performance with better customer service results:

#### *Department-Wide Improvements*

SEP	Objective	Target	Supply Chain Segment
<b>SCE-7 – AIT CONOPS Review. USTRANSCOM Lead, Services, DLA</b>	DoD AIT community of interest agreement of recommendations for update of the CONOPS.	March 2014	All

#### *Component Improvements*

SEP	Objective	Target	Supply Chain Segment
<b>SCE-1 - AMC/SDDC Strategic Port Process</b>	Identify quantifiable financial, manpower and/or resource benefit or operational enhancements to	✓ Complete BCA – 4QFY2012	In-transit

<b>Improvement. USTRANSCOM</b>	port processes and the indirect, quantifiable financial benefit to the DOD as a result of using AIT in port processes.	Based on results, determine way ahead – TBD	
<b>SCE-2 - Positive Material Transfer. DLA</b>	Improve asset tracking with positive materiel transfer at CONUS retail industrial activities, providing increased management ability to rapidly and continually identify underperforming supply chain touch-points.	Complete BCA & Implementation Plan - 3QFY2014 Complete Implementation USAF – 2QFY2014 USN – 3QFY2014 USMC – 3QFY2014 USA – 4QFY2014	In-storage
<b>SCE-3 - Long-Range Passive RFID (Pre-Positioning). USTRANSCOM</b>	Improve asset tracking of pre-positioning items, from the time they are delivered, throughout the maintenance cycle by location, to and from any intermediate staging/holding areas, & ultimately loaded to the Maritime Prepositioning Ships.	✓ Complete Functional and Technical Evaluation – 1QFY2013 ✓ Start site implementation (USMC BIC)– 3QFY2013 Final Report – 2QFY2014	In-transit
<b>SCE-4 - Afloat/Ashore Implementation of Ordnance Information System (OIS). USN</b>	Implement OIS AIT within classified domains (SPIR/CONF) both afloat and ashore, matching CONUS capability and/or unclassified sites.	Commence deployment of OIS Capability – 4QFY2013	In-storage
<b>SCE-5 - Passive RFID Receiving (PRR) Validation. DLA</b>	Validate process efficiencies in current use and determine next steps for a total enterprise implementation.	Business Case Analysis Completed – February 2013	In-storage

<b>SCE-6 – aRFID Port-to-Port Tag Elimination.</b> <b>USTRANSCOM</b>	Determine the feasibility of eliminating the OSD guidance to write aRFID tags for AMC aerial port-built, palletized sustainment/retrograde cargo that is broken down or terminated at another AMC aerial port.	Principle execution - on-going. Outbrief December 2013 Exemption memo, TBD	In-transit
---	--	---	------------

### Sub-Plan 2: Data Capture and Collection (DCC)

Deploying technology to automatically capture data about an item thereby enhancing the ability to identify, track, document, and control assets. Efficient data capture increases the accuracy, reliability, and timeliness of data collection with the least amount of human intervention.

#### Department-Wide Improvements

SEP	Objective	Target	Supply Chain Segment
<b>DCC-2 - Active RFID ANSI to ISO Migration.</b> <b>USTRANSCOM Lead, Services, DLA</b>	Migrate from current active RFID proprietary communication standard, which inherently limits vendor competition, to a highly competitive multivendor environment.	Convert current aRFID enterprise to ISO 18000-7 protocol and retire ANSI tags which are allowed thru 1QFY2014 Operate DoD RFID enterprise in ISO-only mode – 2QFY2014	All

### Component Improvements

SEP	Objective	Target	Supply Chain Segment
<b>DCC-1 - Next Generation Wireless Communication (NGWC)/ITV JCTD. USTRANSCOM</b>	Complete development of wireless network protocol (i.e. mesh technology), based on earlier Army Mobility Asset Tracking System (AMATS) prototype, for enterprise assessment and transition to a wide-range of sensors as well as use of GPS.	JCTD cancelled due to lack of funds. (Mesh technology remains viable and is currently used by Army.)	In-storage In-transit In-theater
<b>DCC-3 - Transportation Tracking Number (TTN) JROCM 034-09. USTRANSCOM</b>	To support operational level C2, shipment items must be able to be aggregated by force packages using the JOPES force requirement structure. Implementing TTN will enable linkage and visibility of force packages without compromising OPSEC.	Complete all execution plan activities – 2Q FY2014	In-transit
<b>DCC-4 - Geographic Combatant Command (GCC) ITV Issuance Template. USTRANSCOM</b>	Provide GCCs with a template that is designed to improve the documentation and execution of both enterprise-wide and theater-specific ITV business processes and used for developing a Combatant Command ITV Issuance.	Final version complete and posted in a common document storage location – 4Q FY2014	In-transit
<b>DCC-5 – pRFID for Clothing and Textiles. DLA</b>	Improve inventory management and accountability; avoid cost by reducing inventory adjustments (overages and shorts).	Phase 1 complete FY2015	In-storage
<b>DCC-6 – DLA Energy Bulk Fuel Satellite Tracking. DLA</b>	Provide visibility of fuel location and status to increase operational efficiencies, decrease fuel transport time, decrease fuel pilferage and loss.	✓ May 2013	In-theater
<b>DCC-7 – Enterprise AIT Services. Air Force</b>	Minimize redundant software design, development and sustainment costs by developing common AIT capabilities, hosted	2QFY2014	In-storage In-process

	on the Air Force’s Enterprise Data Collection Layer (EDCL), which can be used across functional domains.		
<b>DCC-8 – Enhanced Parachute Tracking. Army</b>	Provide life cycle management (LCM) of parachutes to further enhance safety and force protection for airborne training and operations.	1QFY14	In-storage In-process
<b>DCC-9 – Mortuary Affairs Reporting and Tracking System (MARTS). Army</b>	Enables centralized web-based expedited mortuary operations. Reconciles reported casualties with human remains (HR) and personal effects (PE). Integrates RFID for ITV of PE.	On-going	In-transit
<b>DCC-10 – Army Mobility Tracking System (AMATS). Army</b>	Provides precise Global Positioning System (GPS) location of equipment in near real time to improve asset accountability and oversight throughout retrograde and Army Preposition Stocks (APS) operations.	2QFY2015	In-theater

### Sub-Plan 3: Data Standards and Integration (DSI)

Using a common, standards-based AIS infrastructure, combined with enterprise-wide exchange of standardized asset and supply chain event data between diverse systems, regardless of hardware or software platform will enable reduced customization, increased interoperability and visibility.

#### Department-Wide Improvement

SEP	Objective	Target	Supply Chain Segment
<b>DSI-1 - AV/IGC Migration. USTRANSCOM</b>	Create a system of systems (SoS) relationship between DLA’s Asset Visibility and TRANSCOM’s IGC capabilities.	✓ Spiral 2 Operational Readiness Review & Go-live – March 2013 Spiral 3 2QFY14	In-storage In-transit
<b>DSI-2 – IUID Implementation, Services. DLA</b>	Enhance: Asset visibility, property accountability, product lifecycle management, counterfeit materiel	See Appendix G – IUID Integrated	All

	risk reduction, and financial management	Master Schedules	
<b>DSI-3 – Enterprise Data Collection Layer (EDCL), Air Force</b>	Standardize AIT architecture, deployment, and management across the Air Force enterprise.	Infrastructure upgrades 4QFY2013	All

#### **Sub-Plan 4: Data Analysis (DA)**

Improving trend and predictive analysis, enterprise performance metrics and logistics decision-making through the use of actionable asset visibility information.

##### *Component Improvement*

<b>SEP</b>	<b>Objective</b>	<b>Target</b>	<b>Supply Chain Segment</b>
<b>DA-1 – Afghanistan Performance Dashboard. USTRANSCOM</b>	To assess the distribution process supporting Operation ENDURING FREEDOM (OEF). The dashboard collects data from disparate data sources and measures historical performance, on-hand performance, and data confidence for each segment and sub-segment identified.	Initial operating capability was 15 Feb 2013; additional routes and processes are to be included. SDDC, Mar 2013; Reverse PAKGLOC, Apr 2013, Reverse NDN Routes, TBD; Afghanistan to Europe, TBD	In-transit
<b>DA-2 - Development of ITV Capabilities within GCSS-J. Joint Staff</b>	Primary information technology application to provide a single source for fused visibility & decision support to the joint logistician	See Appendix F – DA-2	All

## SEP Cost Summary

The figure below summarizes the cost data provided for each SEP. For additional details refer to **Appendix F – Detailed Supporting Execution Plans**.

SEP	Cost	Comment
<b>DLA</b>		
SCE-2 Positive Material Transfer	\$17.8M	
SCE-5 pRFID Receiving Validation	\$14.6M	
DCC-5 pRFID Clothing/Textiles	\$4.9M	
DCC-6 Bulk Fuel Satellite Tracking	\$/truck	See Appendix F for details
<b>USTRANSCOM</b>		
SCE-1 Strategic Port Process	\$0	BCA complete
SCE-3 Long-range pRFID	\$1.1M	
SCE-6 aRFID Tag Elimination	\$0	Produced through normal staff work
SCE-7 AIT CONOPS	\$0	Produced through normal staff work
DCC-1 NexGen JCTD	\$0	JCTD cancelled
DCC-2 ANSI to ISO RFID	\$5.46M	
DCC-3 TTN JROCM 034-09	\$14.4M	
DCC-4 GCC ITV Template	\$0	Produced through normal staff work
DSI-1 AV/IGC Migration	\$16.87	
DA-1 Afghanistan Dashboard	\$0	Produced through normal staff work
<b>Navy</b>		
SCE-4 Afloat/Ashore OIS	TBD	Cost being compiled
<b>Air Force</b>		
DCC-7 Enterprise AIT Services	\$0	No cost
DSI-3 EDCL	\$2.8M/yr.	Sustainment
<b>Army</b>		
DCC-8 Enhanced Parachute Tracking	\$8.2M	
DCC-9 MARTS	\$2.3M	
DCC-10 AMATS	\$16.84	
<b>Joint Staff</b>		
DA-2 GCSS-J	--	Cost related to ITV are embedded within total program cost
<b>Enterprise</b>		
DSI-2 IUID	--	Contracted marking costs being identified; IUID implementation costs are embedded within total program costs

Figure 4 - SEP Cost Summary

## Appendix A – Detailed Evolution of DoD Asset Visibility

**Introduction.** Asset visibility is closely associated with the use of AIT in DoD. AIT alone cannot enable asset visibility without an accurate association with the supply and transportation data resident within AIS. These AISs translate the supply and transportation data into human-usable formats (user interfaces or visualizations) which provide actionable information for decision makers. AIT and AISs, sometimes separately and sometimes together, may also promote more efficient or more effective business processes. Advances in AIT, improved AISs and better processes are ingredients in an agile capability which must be supported and directed by policy.

The focus to date has been to improve segments of the DoD supply chain to track consolidated shipments in transit using AIT (including barcodes, aRFID, and pRFID) to take maximum advantage of the inherent life-cycle asset management efficiencies realized with integration of AIT throughout DoD. See **Figure A1** for DLA and USTRANSCOM supply chain nodes which have been pRFID enabled within the United States. Progress continues on determining the business value of extending pRFID to distribution locations outside the United States.



**Figure A1 - Major DLA and USTRANSCOM supply chain nodes in the U.S. that have been enabled by pRFID**

Active RFID continues to provide visibility of unit cargo and sustainment materiel transiting the supply chain in support of the Warfighter. Active RFID and satellite tracking, enhanced with the application of sensor technology, have demonstrated the potential for enhanced container intrusion detection and cargo condition and integrity monitoring, making available timely information to decision makers.

The demand for an asset visibility capability is not new and continues to evolve. To further the understanding of recent history, this appendix provides a chronology of DoD asset visibility advancements, using Operation DESERT SHIELD in 1990 as a reference point. The four components of asset visibility previously mentioned, i.e., technology, processes, systems, and policy, are so interrelated that they are presented here in a single timeline format, Figures A2 through A8. In each of these figures, labels for individual achievements are numbered. These numbers correspond to paragraph numbers in this appendix where more detail on the particular achievement or process is available.

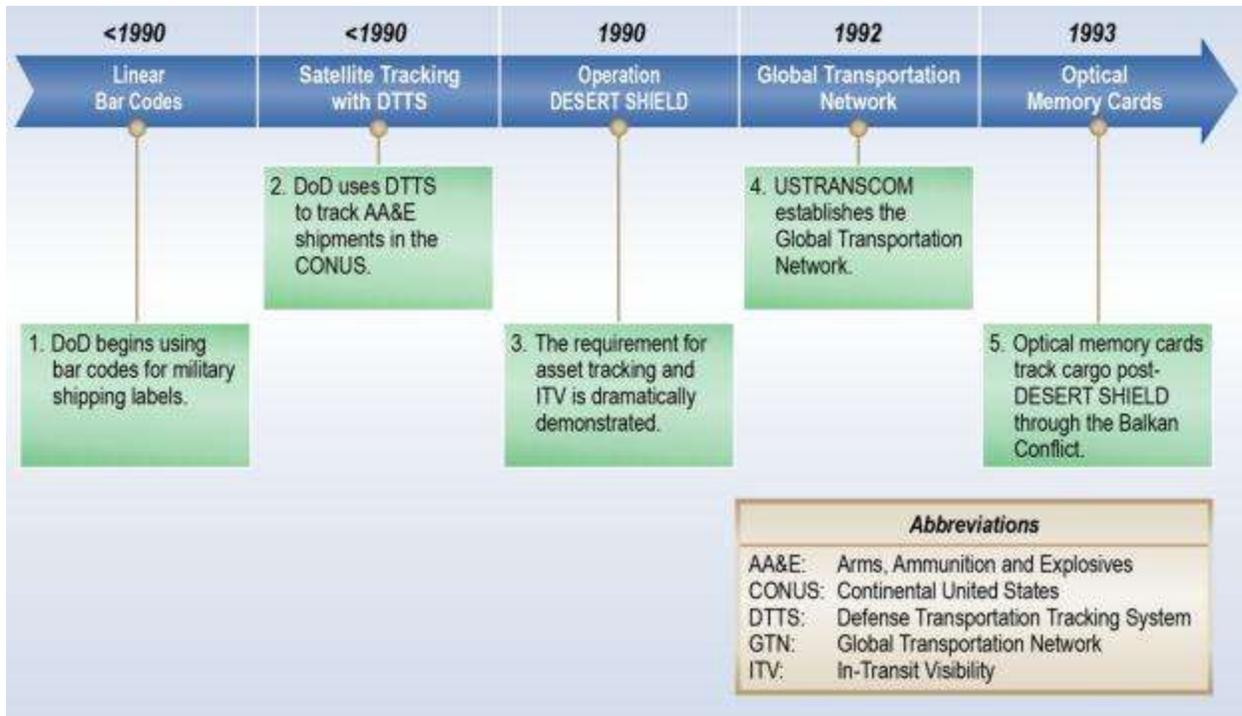


Figure A2 - Timeline of asset visibility achievements and milestones: pre-DESERT SHIELD to 1993

## 1. Linear Bar Codes

In 1981, the DoD adopted the use of linear (Code 39) bar codes for marking packaging for products sold to the United States military. Linear bar codes are still used extensively by DoD for cargo consolidation layers 0 through 4 as outlined in the *DoD AIT CONOPS*. Early use of bar codes by the DoD is widely viewed as the catalyst for widespread adoption of barcoding, to include IUID marking, in industry.

## 2. Satellite Tracking with the Defense Transportation Tracking System (DTTS)

The Department of the Navy established DTTS in 1986 following the investigation into a 1 August 1984, accident in Denver, Colorado, involving a commercial motor carrier transporting Navy torpedoes. The DTTS program consists of a satellite-enabled computerized tracking system and a program management office (PMO) with a staff that manages and operates the system and uses information from the system to provide emergency response assistance. DTTS

was developed specifically to monitor the movement of the Navy's (and later expanded to include all DoD) sensitive arms, ammunition, and explosives (AA&E) traveling in the public domain and to initiate rapid emergency response to an in-transit accident or incident. DTTS continues to be the backbone for tracking AA&E shipments in the continental United States.

### **3. Operation DESERT SHIELD**

The shortage of information about shipments en route was particularly acute in Operations DESERT SHIELD/STORM during which more than 20,000 to 40,000 containers entering the theater had to be stopped, opened, inventoried, resealed, and reentered into the transportation system. The effects of those actions were twofold: U.S. forces did not receive critical equipment and supplies in a timely manner, and DoD paid an estimated \$150 million in unnecessary demurrage and detention fees for containers.<sup>2</sup> This demonstrated the critical need for asset visibility in modern, global deployments.

### **4. Global Transportation Network (GTN)**

"In 1992... USTRANSCOM and its transportation component commands (TCC) committed to providing, as a core capability, item-level visibility of in-transit shipments to the Military Services with the Global Transportation Network (GTN)."<sup>3</sup> GTN was the system of record for ITV data. In 2008, GTN was combined with DLA's Integrated Data Environment (IDE) to form the IGC. Initial operational capability was in 2011.

### **5. Optical Memory Cards (OMC)**

In response to the almost total lack of content visibility for thousands of containers and air pallets in marshaling areas during Operations DESERT SHIELD and DESERT STORM, the Army's Logistics Integration Agency (now Logistics Innovation Agency) (LIA), in cooperation with the DLA, developed and deployed the Automated Manifest System (AMS) to selected Army units starting in CONUS in 1993 and expanding in stages to USEUCOM, US-PACOM, and by the late 1990s, worldwide and multi-Service. AMS employed the OMC, a relatively inexpensive (~\$6) rugged medium that could be attached to consolidated shipments and provide complete content visibility to en route processing and receiving units. Upon arrival, receiving units could read the OMC and transfer the data into the Standard Army Retail Supply System (SARSS) for automated generation of both transportation arrival and accountable receipt transactions. While the OMC provided a very valuable and reliable tool in contingency operations such as those in the Balkan States, the peripheral device needed to read and write to the media continued to increase in price (\$4,000 and up) and failed to adequately meet survivability requirements in harsh environments. For these reasons, and in light of newer technologies (e.g., active and

---

<sup>2</sup> *Defense In-Transit Visibility Integration Plan*, Revised 1997, page 1-1, citing GAO Report NSIAD-92-258, *Operation Desert Storm, Lack of Accountability Over Material During Redeployment*, May 1992.

<sup>3</sup> *Defense In-Transit Visibility Integration Plan*, Revised 2000, page 1-1.

passive RFID) and significantly improved communication capabilities, DoD use of the OMC was discontinued in 2009-2010.

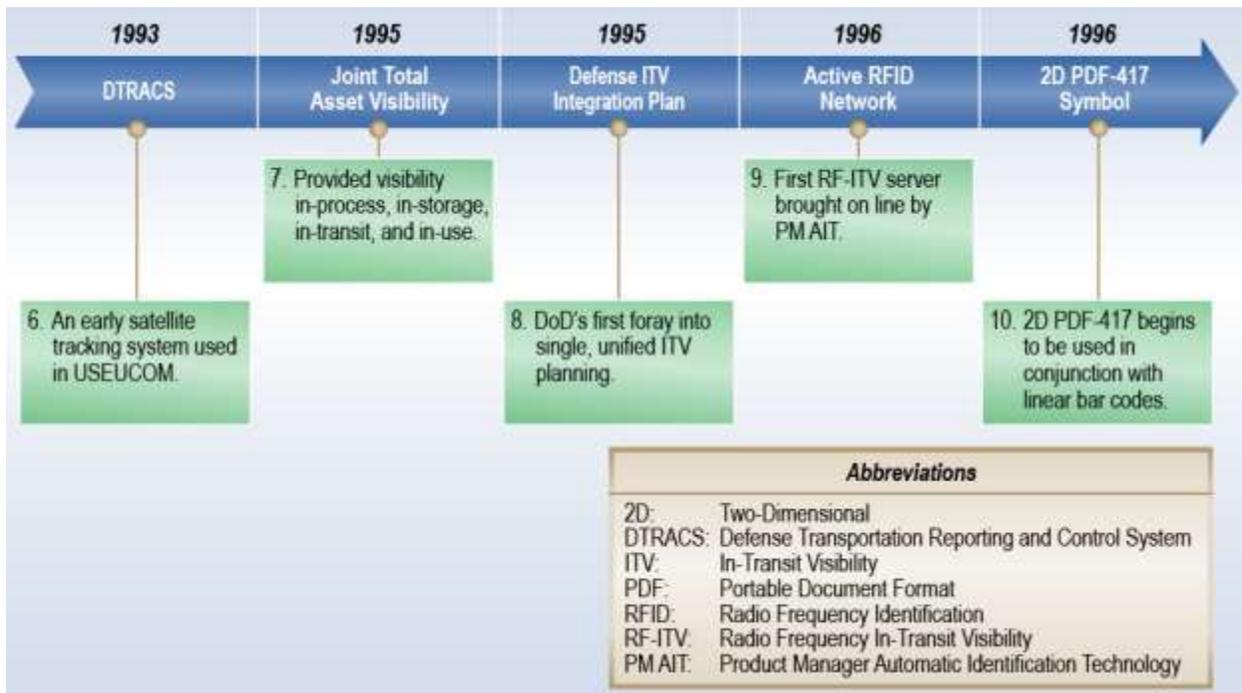


Figure A3 - Timeline of asset visibility (tracking) and ITV achievements and milestones: 1993 – 1996

## 6. Defense Transportation Reporting and Control System (DTRACS)

DTRACS was a satellite tracking and control system used by DoD in USEUCOM as early as 1993. The system was based on a commercial off the shelf (COTS) product and was used extensively to provide truck-based visibility for movements into and out of Bosnia. After the Bosnia Conflict, DTRACS continued to provide satellite visibility in the USEUCOM AOR through 2006, when it was replaced by the Army’s Movement Tracking System (MTS), a more sophisticated Army-developed satellite tracking solution.

## 7. Joint Total Asset Visibility (JTAV)

The development of JTAV was directed by the “Defense Total Asset Visibility Implementation Plan” published in 1995. The JTAV information system was designed to bridge logistics information systems in order to provide global visibility (in-process, in-storage, in-transit, and in-use) of assets in all classes of supply to the Warfighters of the DoD, Military Services, Combatant Commands, and Joint Task Forces in order to optimize the effectiveness and efficiency of the logistics pipeline. It was initially fielded in USEUCOM in 1996, and by 1998 it was in use throughout the remaining Combatant Commands. Also in 1998, executive agency for the system was transferred from the Army to DLA. In 2004, JTAV became known as Asset Visibility (AV) and its capability has recently been converged with IGC, the system of record for

visibility. Spiral III of the convergence, the incorporation of all AV data into the IGC warehouse, is slated to be complete in February 2014.

### **8. Defense In-Transit Visibility (ITV) Integration Plan**

The Defense ITV Integration Plan was intended to provide “the functional design for an integrated ITV capability. It present[ed] the high-level requirements of that system, ongoing initiatives that have ITV potential, detailed operation concept for capturing ITV data, procedural and technical issues and key considerations, and an implementation schedule. [The plan was] not intended to provide the technical architecture, user interface requirements, detailed data requirements, or economic analysis for the fully integrated system.”<sup>4</sup> The first edition of March 8, 1995, was later revised in 1997 and 2000.

### **9. Active RFID Network**

The Product Manager for Automatic Identification Technology (PM AIT) was formed in 1995 from a merger of Logistics Applications of Automated Marking and Reading Symbols (LOG-MARS) and Microcircuit Technology in Logistics Applications (MITLA). They brought the first radio frequency—in-transit visibility (RF-ITV) server on line in 1996 for USEUCOM. This can be considered the beginning of a worldwide, integrated active RFID tracking network. Previous support had been confined to specific operations. The server in South Korea in support of U.S. Pacific Command (USPACOM) was brought on line the following year, and the CONUS server in 2001. (PM AIT became Product Manager Joint AIT (PM J-AIT) in 2004 and is currently known as Product Director Automated Movement and Identification Solutions (PD AMIS).

### **10. Two-Dimensional Portable Document Format 417 (2D PDF-417) Symbol**

In March 2000, the DoD Implementation Plan for Logistics Automatic Identification Technology called for “fully integrated linear and 2D barcode capability at each supply and transportation node in the DoD logistics chain by the second quarter of FY 2002.” Today 2D PDF-417 bar-coded MSLs are found across the DoD logistics enterprise. Commencing in 2006, DoD embarked on an effort to upgrade barcodes used on the military shipping labels (MSL) by moving from the use of linear bar codes to two-dimensional bar codes, specifically the 2D PDF-417. Where a linear barcode could encode only single key data elements, such as the TCN, the new PDF-417 symbology could encode entire shipment records.

---

<sup>4</sup> *Defense In-Transit Visibility Integration Plan*, 8 March 1995, page iii.

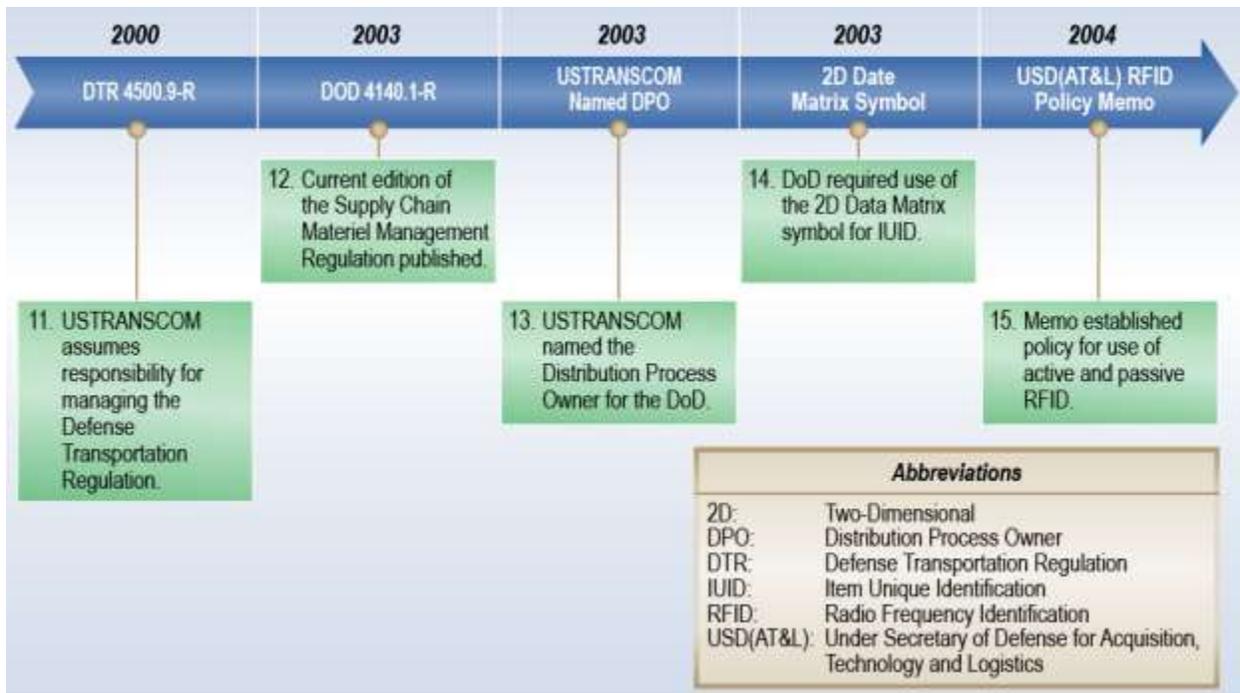


Figure A4 - Timeline of asset visibility achievements and milestones: 2000 – 2004

### 11. DTR 4500.9-R

In 2000, DoD 4500.32-R, Military Standard Transportation and Management Procedures (MILSTAMP) and DoD 4500.9-R, Defense Transportation Regulation were combined into DTR 4500.9-R, Defense Transportation Regulation. USTRANSCOM was given responsibility for developing, publishing and maintaining the DTR by DoDD 4500.09E, Transportation and Traffic Management. The DTR is web based and continuously updated as required after individual changes are coordinated with DLA and the Services. The DTR contains specific directions for use of AIT and for achieving ITV.

### 12. DoD 4140.1-R

The DoD Supply Chain Materiel Management Regulation directs: “[1] Timely, accurate in-transit asset information shall be available to all users and logistics managers in a standard format adequate to satisfy needs. [2] Visibility and accountability of in-transit assets shall be available and maintained as part of an integrated capability that allows line items to be tracked by a standard method throughout the entire transportation pipeline and linked to the related requisition, return, or procurement. [3] Line-item manifest and/or packing information shall be available on DoD standard electronic media to provide rapid identification of the contents of containers, pallets, and consolidation shipments. [4] Policies, procedures, and electronic transactions shall be standardized throughout all segments of the Defense Transportation System to maintain item visibility.”<sup>5</sup> The regulation contains specific ITV policies and procedures for

<sup>5</sup> DoD 4140.1-R, *DoD Supply Chain Materiel Management Regulation*, 23 May 2003, paragraphs C5.8.1.1. through C5.8.1.4.

achieving these goals. It is currently being revised and converted into the 11-volume DoD 4140.01-M.

### 13. USTRANSCOM Designated the Distribution Process Owner (DPO)

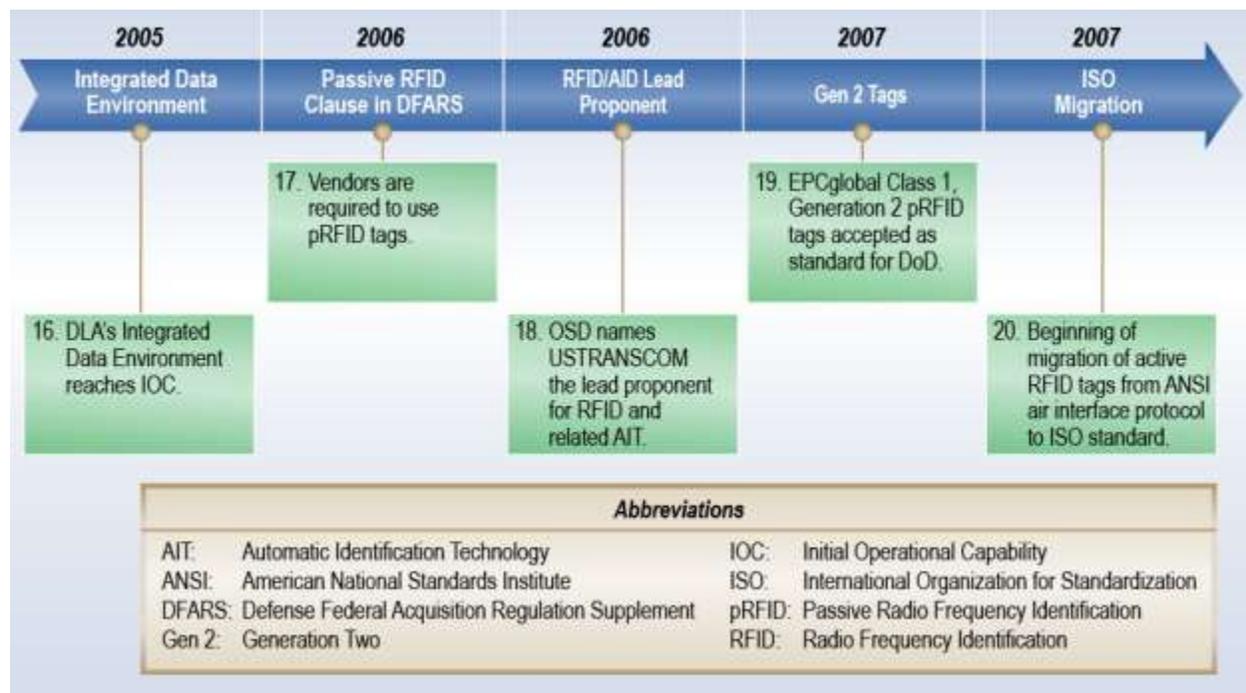
“Since 2003, USTRANSCOM has functioned as the DoD Distribution Process Owner (DPO). The DPO’s role is to oversee the overall effectiveness, efficiency, and alignment of DoD-wide distribution activities, including force projection, sustainment, and redeployment/retrograde operations.”<sup>6</sup> This designation, previously made by recurring memorandums, was included in DoDD 5158.04, United States Transportation Command (USTRANSCOM), on July 27, 2007. The duties of the DPO are outlined in DoDI 5158.06, Distribution Process owner (DPO), July 30, 2007.

### 14. 2D Data Matrix Symbol

The 2D Data Matrix symbol was invented in 1993 by International Data Matrix, Inc. In 2003, DoD issued its first policy memorandum on IUID requiring use of the 2D Data Matrix symbol with error correction (ECC200). This requirement continues today, for example, as directed in DoDI 8320.04, Item Unique Identification (IUID) Standards for Tangible Personal Property, para E3.1.2 and DFARS 252.211-7003.

### 15. USD (AT&L) RFID Policy Memo

This July 30, 2004, memorandum established policy for use of active and passive RFID. It is the basis of direction later incorporated into the DTR and being incorporated into DoD 4140.01-M.



<sup>6</sup> USTRANSCOM Handbook 24-2, *USTRANSCOM: from Transportation to Distribution*.

Figure A5 - Timeline of asset visibility (tracking) and ITV achievements and milestones: 2005 – 2007

## 16. Integrated Data Environment (IDE)

DLA's Integrated Data Environment (IDE) reached initial operational capability in 2005 and full operational capability in 2007. IDE provided a centralized data exchange environment for DLA transformational programs and helped to solve many problems commonly faced by the logistics communities of interest such as visibility of data, secure access to data, and improved data quality in terms of its validity, timeliness, and accuracy. In 2008, IDE was combined with the Global Transportation Network (GTN) to form the IGC.

## 17. pRFID Clause in DFARS

As early as 2006, the Defense Federal Acquisition Regulation Supplement (DFARS) began requiring vendors shipping certain commodities to specific DoD locations to affix pRFID tags to their shipments. Additional locations and requirements have subsequently been added.

Current requirements are in DFARS clause 252.211-7003 available at

<http://www.acq.osd.mil/dpap/dars/dfars/pdf/r20120615/252211.pdf>.

## 18. RFID/AIT Lead Proponent

In a memo dated September 26, 2006, USD (AT&L) designated USTRANSCOM, in the capacity as DPO, "the DoD lead functional proponent for RFID and related AIT implementation in the DoD supply chain." It was left to the "Under Secretary of Defense for Acquisition, Technology, and Logistics, as the [Defense Logistics Executive to] continue to provide policy and strategic guidance."<sup>7</sup>

## 19. Gen 2 Tags

In the early 2000's, EPCglobal<sup>8</sup> defined, but did not ratify, two protocols for air interface between pRFID tags and their interrogators. These protocols, known as Class 0 and Class 1, were commonly used in 2002-2005. In December 2004, EPCglobal approved a new protocol which eliminated several problems which had occurred with these two protocols. The new protocol was titled Class 1, Generation 2, or Gen 2 in brief. (The previous Class 1 then began to be referred to as Gen 1.) On March 1, 2007, DoD directed that whenever pRFID tags are required, those tags will be Gen 2 tags. This is the protocol still in use today.

## 20. International Organization for Standardization (ISO) Migration

Active RFID tags use the American National Standards Institute (ANSI) 256 air interface protocol which is proprietary to a single commercial vendor. In addition, the protocol has a

---

<sup>7</sup> USD (AT&L) memo, Subject: "Lead Proponent for Radio Frequency Identification (RFID) and Related Automatic Identification Technology (AIT) Implementation for the DoD Supply Chain," date Sep 26, 2006.

<sup>8</sup> "EPCglobal Inc was created as a joint venture between GS1 and GS1 US — the same organizations entrusted to drive adoption of the barcode — to develop standards and to create a "visible" global supply chain. EPCglobal is a neutral, not-for-profit standards organization consisting of manufacturers, technology solution providers, and retailers." DoD is a member of EPCglobal. [http://www.gs1.org/docs/epcglobal/Frequently\\_Asked\\_Questions.pdf](http://www.gs1.org/docs/epcglobal/Frequently_Asked_Questions.pdf)

limited amount of identification (ID) numbers. This limit was projected to be reached by year 2010, i.e., DoD would run out of uniquely numbered tags. Tags using the International Organization for Standardization (ISO) 18000-7 protocol are provided by several competitive vendors, and thus are significantly less expensive compared to ANSI tags. ISO tags also have an almost unlimited amount of unique tag ID numbers. This early start to resolving the problem will result in complete migration to the ISO standard by January 2014.

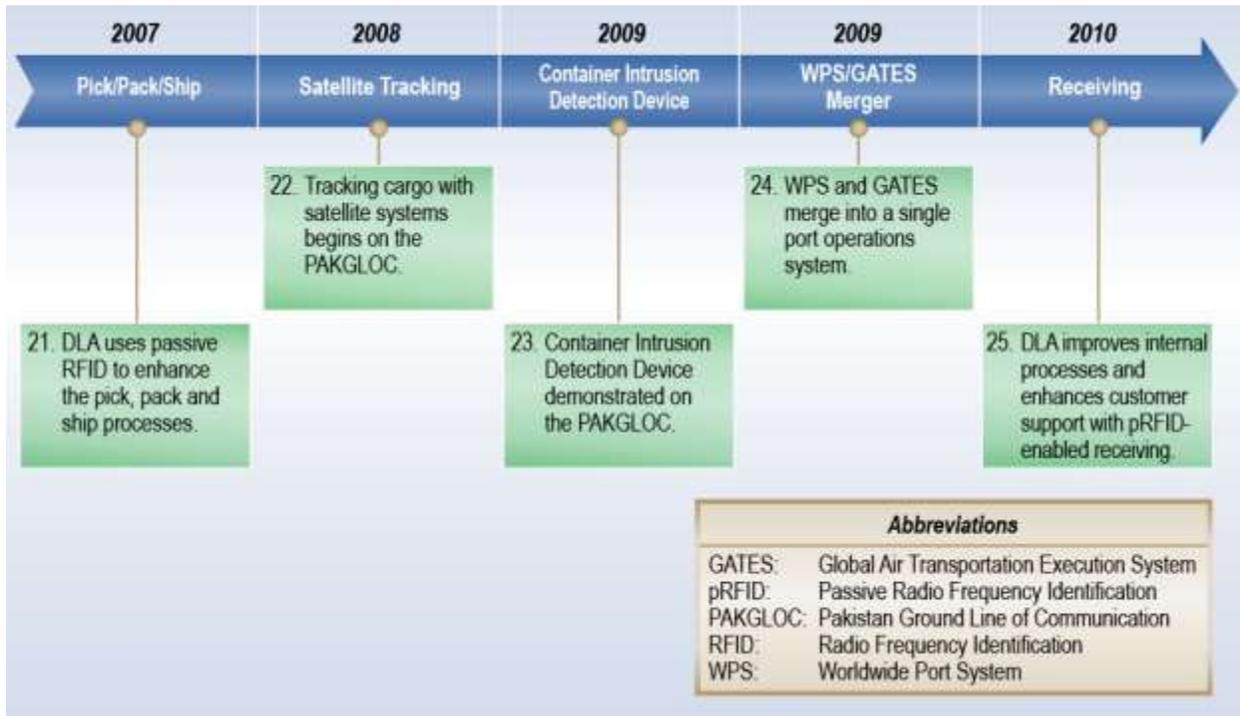


Figure A6 - Timeline of asset visibility achievements and milestones: 2007 – 2010

## 21. Pick/Pack/Ship Processes

DLA has employed passive RFID to support visibility of sustainment materiel since 2007. As part of the pick/pack/ship process, DLA Distribution personnel attach a pRFID-enabled label and associate the ID to requisitions. The pRFID tag ID-to-document number relationship is passed to customers' materiel management system of record and made available to enterprise-level visibility systems via Defense Logistics Management Standard (DLMS) 856 transactions. Use of passive RFID in the pick/pack/ship process expands the document number level of visibility available to customers by leveraging the passive RFID infrastructure installed at aerial ports, distribution depots, and other supply chain nodes.

## 22. Satellite Tracking

Using satellites for tracking cargo is normally much more expensive than the established active RFID method. This is due partly to the cost of satellite transmission time and the higher cost of satellite transponders compared to aRFID tags as well as the cost of contracted options and services, including tag features (e.g., sensors) and maintenance and management of tags. The

normally higher cost is one of the reasons satellite tracking is considered a “premium” AIT mode by the *DoD AIT CONOPS* for Supply and Distribution Operations. Premium AIT is reserved for special cases such as when nodal RFID is unavailable (austere locations) or is not satisfactory due to highly sensitive cargo or high pilferage rates. When operational issues are not the prime driver, sound business decisions should be made case by case. In some instances, satellite may actually be the cheapest choice since cost of satellite transponders is decreasing and ITV via satellites does not require an extensive ground based nodal infrastructure. Although satellite tracking was not a new tool, it is significant to note that it was used for the first time on the Pakistan Ground Line of Communication (PAKGLOC) to Afghanistan in 2008.

### **23. Container Intrusion Detection Devices (CIDD)**

Intrusion detection is a premium AIT used when it is necessary to detect unauthorized opening of containers to prevent pilferage, vandalism of contents or insertion of destructive devices. Intrusion may be detected in a number of ways, for example, changes in interior light in a container or actual door movement. Active RFID tags with container intrusion detection sensor capabilities started being used on the Pakistan Ground Line of Communication (PAKGLOC) to Afghanistan in 2009.

### **24. WPS/GATES Merger**

The migration of the Worldwide Port System (WPS) with the Global Air Transportation Execution System (GATES) created a single port/terminal processing and management system for DoD. The convergence of WPS, used by USTRANSCOM's Army component Military Surface Deployment and Distribution Command (SDDC), and GATES, operated by its Air Force component Air Mobility Command (AMC), reduced duplication, enhanced capabilities and provided cost savings. Merger was completed in November 2011 with the full fielding of GATES v4.0.

### **25. Receiving Process**

DLA began an enterprise deployment of passive RFID-Enabled Receiving (PRR) in 2010. Under PRR, DLA Distribution personnel are able to use pRFID to access prepositioned logistics data provided by both commercial and DoD suppliers, thereby reducing the requirements for materiel handling and manual data entry. Deployment of PRR across the DLA sites has reduced the time required to receipt for inbound materiel reducing the labor load on DLA Distribution sites and making materiel available for release to customers more rapidly. Additionally, the reduction in errors associated with the shift from manual to automated receipt processing provides management and customers an accurate picture of stock on hand at each DLA Distribution site, ensuring accurate forecasting and reducing the likelihood of over-procurement.

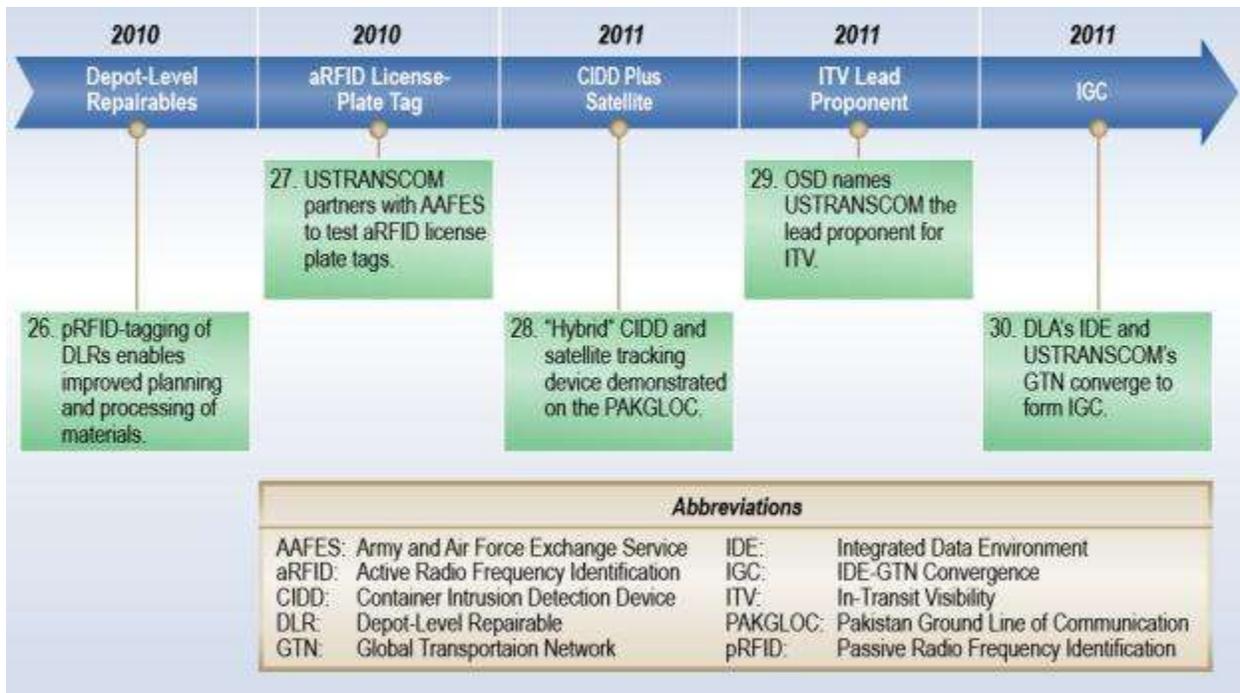


Figure A7 - Timeline of asset visibility achievements and milestones: 2010 – 2011

## 26. DLR Process

DLA is working with the Military Services to enhance visibility of Depot-Level Repairable (DLR) items that are transferred from Service maintenance custody to DLA for storage. Through the application of pRFID tags to DLR items being sent from the Services to DLA, DLA will realize benefits as visibility enables improved planning and processing of materiel.

## 27. aRFID License Plate Tags

In principle, license plate tags proved effective when tested on AAFES and DLA shipments into Europe. The advantage of the tags is lower cost, more efficiency and a higher level of security because the data are in the systems and not on the tags.

## 28. CIDD Plus Satellite

Between November 2010 and March 2011, USTRANSCOM (with a number of partners) performed a proof of principle of a commercial tracing and sensor device on the PAKGLOC. The device incorporated a container intrusion detection device (CIDD) with a satellite transponder. This allowed almost immediate notification of unauthorized intrusions, as opposed to nodal notifications provided by sensor-enabled RFID sensor tags. This is a premium type tag used in circumstances which justify the added expense.

## 29. ITV Lead Proponent

The Unified Command Plan (UCP), dated 6 April 2011, designated the CDRUSTRANSCOM as the Department's Global Distribution Synchronizer (GDS), responsible for synchronizing planning for global distribution operations in coordination with combatant commands (CCMD),

Services, and other government agencies as directed. The 2010 Guidance for the Employment of the force (GEF) and the Joint Strategic Capabilities Plan (JSCP) delineated tasks associated with USTRANSCOM’s new role to include leading the planning effort to develop the Global Campaign Plan for Distribution (GCP-D) that will synchronize distribution planning within the DOD Campaign Planning construct and aide in eth development of the Global Distribution Network (GDN). The SECDEF also designated USTRANSCOM the lead proponent for ITV in 2011 stating, “consistent with its role as distribution process owner, USTRANSCOM is designated as the DoD lead proponent for ITV.” The SecDef further stated, “the Assistant Secretary of Defense for Logistics and Materiel Readiness will retain policy and oversight responsibility and will work with USTRANSCOM to develop ITV governance rules.”<sup>9</sup>

### 30. Integrated Data Environment (IDE)/Global Transportation Network (GTN) Convergence (IGC)

The IGC is a single point of access to data within DLA and USTRANSCOM, and between DLA/USTRANSCOM and external systems. The DoD supply and transportation domains are inextricably linked. Similarities in technical requirements and a general inability to provide unity of effort with respect to integration of supply chain and distribution-related data to users led to the decision by DLA and USTRANSCOM to converge management of the IDE and the GTN programs. The IGC vision is to provide common integrated data and application services to enable a cohesive distribution solution for the DoD. IGC enables a common logistics picture, distributed visibility, and material asset and in-transit visibility and status. IGC benefits include enhanced delivery of forces and sustainment, improved situational understanding, near-real-time enterprise access to logistics and transportation data, and improved trust and confidence.

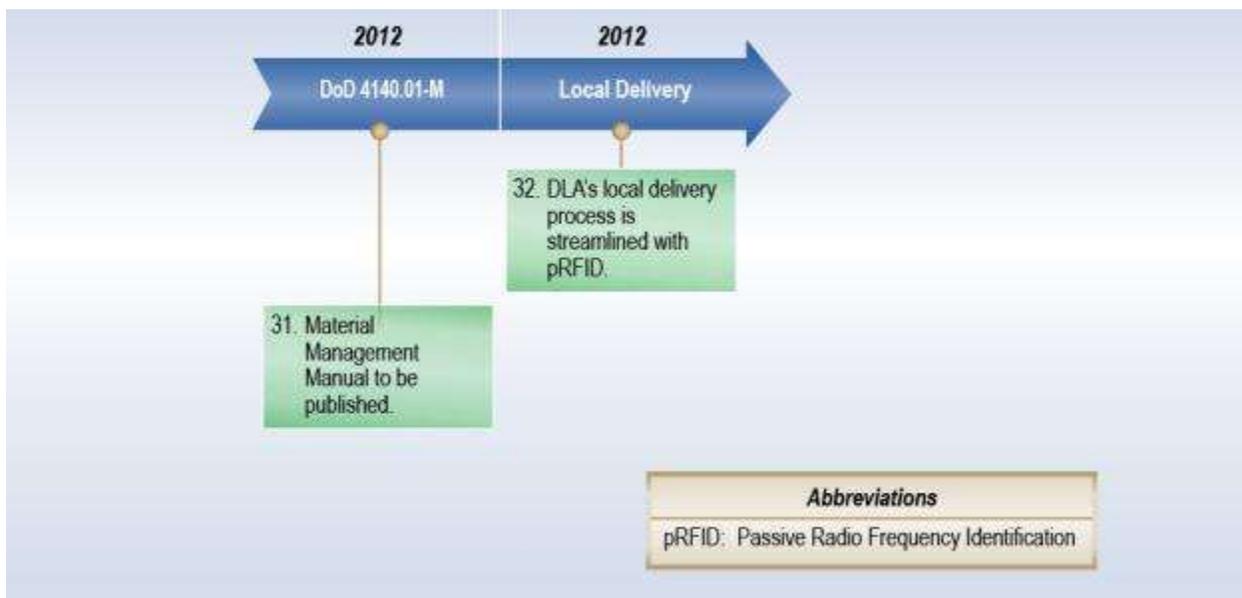


Figure A8 - Timeline of asset visibility achievements and milestones: 2012

<sup>9</sup> Secretary of Defense memo, Subject: “Designation of U.S. Transportation Command (USTRANSCOM) as DoD Lead Proponent for In-Transit Visibility (ITV),” dated August 17, 2011.

### **31. DoD 4140.01-M**

DoD 4140.1-R, currently under revision, will be republished as DoD 4140.01-M.

### **32. Local Delivery Process**

As part of local delivery processing, DLA Distribution personnel use hand-held pRFID readers to scan the RFID-enabled labels that are attached to requisitioned materiel during the pick/pack/ship process (see paragraph 21). Passive RFID technology allows drivers to associate materiel with a location and status much more rapidly than serial processing using barcodes or manual data entry. Visibility data collected as part of local delivery processing, at pickup and delivery, are used to track materiel in DLA's warehouse management system of record and is available to customers via DoD enterprise visibility systems. This data is also used by DLA to streamline the local delivery process and enhance service to the customer.

**Conclusion:** Given the progress to date, DoD is now positioned to focus on continuously identifying improvement opportunities for asset visibility to achieve end-to-end supply chain optimization. Starting first with the remaining supply chain improvement opportunities at the USTRANSCOM and DLA enterprise level, this Strategy document includes the specific supporting execution plans to address those improvement opportunities. Then, in collaboration with the Military Services, additional actions and plans have been identified and included in this Strategy to complete end-to-end supply chain integration, to include the "last tactical mile."

Technical advancements and future trends in supply chain practices will continue to be assessed in order to take advantage of improvement opportunities to better integrate processes within the supply chain and make necessary technical refreshment actions.

## Appendix B – Accomplishments and Lessons Learned

### Accomplishments

<b>Capability/Accomplishment</b>
<p><b><u>Passive RFID-enabled Receiving (PRR)</u></b></p> <ul style="list-style-type: none"> <li>Assessed PRR capability as an enterprise-approved solution at DLA Distribution San Joaquin, CA.</li> <li>Implemented PRR in small parcel, new procurement, Redistribution Order (RDO) and Stock Transfer Order (STO) receiving at 16 continental United States (CONUS) depots.</li> <li>Collaborated with DLA Distribution to enable Distribution Standard System (DSS) to leverage pRFID to streamline receipt for RDO and STO capability across all pRFID-enabled sites.</li> </ul>
<p><b><u>Clothing and Textiles (C&amp;T)</u></b></p> <ul style="list-style-type: none"> <li>Assessed the clothing and textile receipt, storage, and issue capability at Lackland Air Force Base (AFB)</li> <li>Integrated pRFID into the receipt, issue, and inventory count of clothing and apparel issued to new recruits at the Service recruit training centers (RTCs) in San Diego, CA and Parris Island, SC</li> </ul>
<p><b><u>DLA Distribution Pearl Harbor Local Delivery</u></b></p> <ul style="list-style-type: none"> <li>Assessed pRFID capability as a local delivery visibility solution</li> </ul> <p>Applied pRFID tags to all outbound shipments filling Materiel Release Orders (MROs)</p>
<p><b><u>pRFID Instrumentation at Strategic Aerial Ports</u></b></p> <ul style="list-style-type: none"> <li>Implemented pRFID read capability</li> <li>Shared shipment arrival data with visibility systems</li> </ul>
<p><b><u>Automated Materiel Receipt Acknowledgement</u></b></p> <ul style="list-style-type: none"> <li>Assessed the receiving and receipt acknowledgement process between DLA and a major aviation weapons system vendor</li> <li>Collaborated with the Services and commercial maintenance, repair, and overhaul vendor to automatically generate receipt acknowledgement upon scan of pRFID</li> </ul>
<p><b><u>Active RFID Implementation at Strategic Ports and DLA Distribution Locations</u></b></p> <ul style="list-style-type: none"> <li>Assessed the processes at all U.S. distribution and transportation supply chain nodes</li> <li>Based on results implemented aRFID</li> </ul>
<p><b><u>Active RFID License Plate</u></b></p> <ul style="list-style-type: none"> <li>Demonstrated the utility of an aRFID tag which contains only a tag identification number, with all other data resident in a “back-end” AIS</li> </ul>
<p><b><u>Other DoD (Military Services) Accomplishments:</u></b></p> <ul style="list-style-type: none"> <li>Personnel Body Armor Tracking (U.S. Army)</li> </ul>

## Capability/Accomplishment

- Enhanced Parachute Tracking System (U.S. Army)
- Installation Supply Support Activity (ISSA) Fort Bragg, NC (U.S. Army)
- Positive Inventory Control (U.S. Air Force)
- Enterprise Data Collection Layer (U.S. Air Force)
- Advanced Tracking and Tracing (ATAC) (U.S. Navy)
- aRFID Blount Island, FL (U.S. Marine Corps)
- pRFID Blount Island, FL (U.S. Marine Corps)

### Lessons Learned by Category

#### Assessment

- Successful implementations consist of business-driven insertion of the technology enabled by supporting performance metrics to benchmark, measure, and implement improved capabilities and outcomes
- Identify projects that offer enterprise-wide operational benefits and deployments focused on business process reengineering, including integration of data into enterprise systems

#### Planning & Collaboration

- Facilitate cross-functional and cross-disciplinary collaboration necessary for effective technology insertion into existing operations to both capture comprehensive requirements and to ensure enterprise scalability
- Engage senior leadership from all stakeholder organizations to reduce the risk of scope and schedule delays and secure timely approval.

#### Technology Assessment

- Multiple technologies can be used individually or in unison to address the specific needs of a wide range of business applications
- Standards-based solutions lead to enterprise-wide interoperability which offers advantages such as declining cost and optimal performance with best economies of scale.

#### Business and Investment

- Early assessment of the return on investment (ROI).
- Capitalization on better business processes through assessment of implementation activities will yield increased flexibility, lower costs, speed subsequent deployments, and better inform decisions.

#### Implementation

- Most effective to field test before implementing enterprise wide.
- Effective integration of DoD systems with new technology requires cross functional collaboration between operations, policy, and IT stakeholders.

**Training**

- Training at all levels is a critical success factor.
- “Train-the-trainer” sessions ensure ownership and a self-sustaining process.

**Communication**

- Identify and communicate the stakeholder value at each level (from management to materiel handlers) to create buy-in and aid in change management.
- Feedback from the end-use customer and status updates to senior stakeholders are critical to resolving issues.

**Policy**

- Policy needs to be clearly-defined and enforced.
- Feedback to policy owners enables more effective policy.

## Appendix C - References

<i>Ref</i>	<i>Title</i>
a	<i>Defense Federal Acquisition Regulation Supplement (DFARS) Case 2010-D014</i>
b	<i>DoD Automatic Identification Technology Concept of Operations for Supply and Distribution Operations, June 11, 2007</i>
c	<i>DoD Logistics Strategic Plan, June 2010</i>
d	<i>DoD Suppliers' Passive RFID Information Guide – Version 15.0</i>
e	<i>DLM 4000.25, Defense Logistics Management System (DLMS), June 5, 2012</i>
f	<i>DoD 4140.1-R, DoD Supply Chain Materiel Management Regulation</i>
g	<i>DTR 4500.9-R, Defense Transportation Regulation</i>
h	<i>DoDD 5158.04, United States Transportation Command (USTRANSCOM), July 27, 2007</i>
i	<i>DoDI 5158.06, Distribution Process Owner (DPO), 11 September 2007</i>
j	<i>DoDI 8320.04 Item Unique Identification (IUID) Standards for Tangible Personal Property, June 16, 2008</i>
k	<i>JP 4-0, Joint Logistics</i>
l	<i>JP 3-35, Deployment and Redeployment Operations</i>
m	<i>JP 4-09, Distribution Operations, February 5, 2010</i>
n	<i>MIL-STD-129P, Military Marking for Shipment and Storage, September 19, 2007</i>
o	<i>MIL-STD 130N, Identification Marking of U.S. Military Property, December 17, 2007</i>
p	<i>Passive RFID DFARS Clause 252.211-7006</i>
q	<i>Secretary of Defense Memorandum, Designation of U.S. Transportation Command (USTRANSCOM) as DoD Lead Proponent for In-Transit Visibility (ITV), 17 August 2011</i>
r	<i>Under Secretary of Defense (USD) Acquisition, Technology, and Logistics (AT&amp;L) Memorandum, Radio Frequency Identification (RFID) Policy, July 30, 2004.</i>
s	<i>DoD I 4140.67, "DoD Counterfeit Prevention Policy"</i>

## Appendix D – GAO High Risk

The GAO High Risk Series has reviewed DoD Supply Chain Management and made observations and recommendations regarding asset visibility and materiel distribution which are addressed in this Strategy for Improving DoD Asset Visibility. This document specifically addresses the lack of a “detailed corrective action plan” and a “coordinated and comprehensive management approach” to oversee Department-wide efforts, one that is linked to the DoD Logistics Strategic Plan, to guide and integrate improvement efforts.

Likewise, by addressing the DoD supply chain improvement opportunities in asset visibility (tracking) and ITV with specific milestones and measures of success, this Strategy document provides the “tool,” as recommended in the GAO High Risk Series, for managing and validating the effectiveness of supporting plans in demonstrating progress and achieving measureable outcomes.

### References:

*DoD’s High-Risk Areas: Challenges Remain to Achieving and Demonstrating Progress in Supply Chain Management*, Statement of William M. Solis, Director Defense Capabilities Management, July 2006 (GAO-06-983T)

*DoD’s High-Risk Areas: Progress Made Implementing Supply Chain Management Recommendations, but Full Extent of Improvement Unknown*, January 2007 (GAO-07-234)

*DoD’s High-Risk Areas: Efforts to Improve Supply Chain Can Be Enhanced by Linkage to Outcomes, Progress in Transforming Business Operations, and Reexamination of Logistics Governance and Strategy*, Statement of William M. Solis, Director Defense Capabilities Management, July 2007 (GAO-07-1064T)

*DoD Plan for Improvement in the GAO High Risk Area of Supply Chain Management, with a Focus on Inventory Management and Distribution*, September 2009

*DoD’s High-Risk Areas: Observations on DoD’s Progress and Challenges in Strategic Planning for Supply Chain Management*, July 2010 (GAO-10-929T)

*DoD’s High-Risk Areas: DoD Supply Chain Management*, February 2011 (GAO-11-278)

*DoD’s High Risk Areas: DoD Supply Chain Management*, February 2013 (GAO-13-283)

## Appendix E – Supporting Execution Plan Format

Section	Description	
<b>I. General Information</b>	<b>Short Title</b>	<i>Example: In-Theater Container Intrusion Detection Devices</i>
	<b>Organization</b>	<i>Example: USTRANSCOM, DLA, and/or Service</i>
	<b>Customer</b>	<i>Example: CENTCOM</i>
	<b>Executive Sponsor</b>	<i>Example: DLA J-3 , USTC J-5/4, Service G4</i>
<b>II. Introduction (no more than .5 page)</b>	<p><i>Provides a summary of the supporting execution plan objective(s), activities, and tasks, and how this plan supports improving asset tracking and/or ITV. Relate where the plan supports the realization of one or more of the following attributes: (1) process improvement, (2) unique identification, (3) standards and integration, and/or (4) enhanced visibility. Where applicable, describes how it supports or addresses improving an identified deployment or supply chain process improvement opportunity.</i></p> <p><i>Indicates which military operations phase(s) (deployment, sustainment, redeployment), scenario/model(s), and/or process area(s) this plan addresses:</i></p> <p><b>Military Operations Phase:</b> Deployment (<b>D</b>), sustainment (includes supply chain, both forward and reverse) (<b>S</b>), and/or redeployment (<b>R</b>)</p> <p><b>Scenario(s) or Model(s):</b> Includes supply chain and deployment models, scenarios and/or flows.</p> <p><i>DLA examples:</i></p> <ul style="list-style-type: none"> <li>• <i>Customer Direct (e.g., Direct Vendor Delivery (DVD/Prime Vendor (PV)</i></li> <li>• <i>DLA Direct (e.g., DLA Distribution, DLA Disposition),</i></li> <li>• <i>Retail/Wholesale (e.g., Supply, Storage, &amp; Distribution, Inventory Management &amp; Stock Positioning, Industrial/Maintenance Support)</i></li> </ul> <p><i>USTRANSCOM examples (e.g., CONOPS “Flows”):</i></p> <ul style="list-style-type: none"> <li>• <i>OCONUS Aerial Delivery</i></li> <li>• <i>OCONUS Surface Delivery</i></li> <li>• <i>Unit Move by Surface</i></li> <li>• <i>Surface Retrograde Movements</i></li> <li>• <i>Maintenance Turn-In</i></li> </ul> <p><b>Process Area(s) and Subprocess Areas(s) if applicable:</b></p> <p><i>DLA examples (e.g., DLA process areas):</i></p> <ul style="list-style-type: none"> <li>• <i>Order Management</i></li> <li>• <i>Inventory Management</i></li> <li>• <i>Planning</i></li> <li>• <i>Distribution</i> <ul style="list-style-type: none"> <li>○ <i>Warehousing and Storage</i></li> <li>○ <i>Outbound &amp; Inbound Management</i></li> </ul> </li> <li>• <i>Disposition</i></li> <li>• <i>Technical and Quality Assurance</i></li> </ul>	

Section	Description
	<p><i>USTRANSCOM Examples (e.g., CONOPS “Supply Building Blocks”):</i></p> <ul style="list-style-type: none"> <li>• <i>Move</i></li> <li>• <i>Receive</i></li> <li>• <i>Care of Supplies in Storage (COSIS)</i></li> <li>• <i>Deliver</i></li> </ul>
<p><b>III. Supporting References</b> (no more than .5 page)</p>	<p><i>Cites any applicable references in bullet format, such as organizational strategic plan objectives, Commander’s or Director’s Guidance, Program Budget Decisions, IG/Internal Review/GAO audit findings, organizational tasking memorandums or policy directives.</i></p> <ol style="list-style-type: none"> <li>a. <i>Reference number, date, title and/or subject, relevant tasking description</i></li> <li>b. <i>Etc.</i></li> </ol>
<p><b>IV. Issue Statement</b> (no more than .5 page)</p>	<p><i>Describes the supply chain or deployment process improvement, supply chain asset tracking and/or ITV improvement opportunity, audit finding, problem, execution challenge and/or issue that are being addressed with this supporting plan. Concisely describes the issue, what is causing the issue, and what impediments have prevented the solving of the issue. The issue statement concisely describes the “pain-point,” defect/deficiency/vulnerability, or needed process improvement, including where AIT is the proposed solution to enable improved asset tracking and ITV.</i></p>
<p><b>V. Overall Objective(s)</b> (no more than .5 page)</p>	<p><i>Describes the primary objective(s) the organization wants to achieve upon implementation, as it relates to improving asset tracking and ITV. The objective(s) are concisely described in the context of achieving an improved or innovative process improvement, better logistics decision-making, and/or reducing or eliminating a supply chain vulnerability or risk.</i></p> <p><i>Examples:</i></p> <ul style="list-style-type: none"> <li>• <i>Reengineer and/or streamline business processes by applying AIT to an identified improvement opportunity to drive benefits, gain operational efficiencies, and/or reduce risk.</i></li> <li>• <i>Easier, faster and more accurate inventory of in-transit assets awaiting movement at transportation or supply nodes.</i></li> <li>• <i>Consistent asset tracking and ITV operation across the military operations phases (Deployment, Sustainment, Redeployment) to improve efficiency and war-fighting effectiveness.</i></li> <li>• <i>Implement common AIT configurations, standard data exchanges and/or business rules at key deployment and supply chain nodes to reduce customization and increase interoperability and end-to-end asset tracking and ITV.</i></li> <li>• <i>Evaluate and employ based on business case emerging technologies to reduce costs and leverage enhanced capabilities that improve asset tracking and ITV</i></li> <li>• <i>Benefit from applying AIT at key deployment or supply chain nodes to improve DOD logistics decision-making.</i></li> <li>• <i>Effectively integrate AIT infrastructure with the AISs and logistics</i></li> </ul>

Section	Description												
	<p><i>data hubs receiving the AIT data to improve asset visibility.</i></p> <ul style="list-style-type: none"> <li>• <i>Safe, secure, and responsible use of data captured by AIT.</i></li> <li>• <i>Scalable improvements to multiple sites/nodes to achieve enterprise-level benefits.</i></li> <li>• <i>Full visibility of in-theater assets to facilitate order fulfillment based on operational priorities.</i></li> </ul>												
<p><b>VI. Supporting Activities</b> <b>(no more than 1 page)</b></p>	<p><i>Describes supporting activities or planned tasks to achieve the desired objective(s), in enough detail to describe “how” the objective(s) will be met. This is a breakdown of the activities/tasks that once completed achieve the objective(s), thereby resolving the stated issue, mitigating the likelihood of the issue occurring or reoccurring, or implementing the innovative solution or improved process.</i></p> <p><i>Examples:</i></p> <ul style="list-style-type: none"> <li>• <i>Planning activities</i></li> <li>• <i>Stakeholder engagement (e.g. communications)</i></li> <li>• <i>Preliminary operational concept development &amp; demonstration</i></li> <li>• <i>Requirements definition</i></li> <li>• <i>Business Process Reengineering</i></li> <li>• <i>Use Case development</i></li> <li>• <i>Business case analysis</i></li> <li>• <i>Acquisition planning and execution (preaward/postaward) e.g. contractor services, licensing, support)</i></li> <li>• <i>Solution Architecture/Design/Engineering</i></li> <li>• <i>Solution Integration (e.g. with other systems)</i></li> <li>• <i>Solution Testing</i></li> <li>• <i>Solution Implementation (site survey, hardware/software procurement, installation, burn-in, start-up, documentation)</i></li> <li>• <i>Information Assurance (Certification &amp; Accreditation)</i></li> <li>• <i>Documentation and Training (Development &amp; Delivery)</i></li> <li>• <i>System Administration &amp; Maintenance</i></li> <li>• <i>Performance Measurement &amp; Monitoring</i></li> </ul>												
<p><b>VII. Detailed Action Plan</b> <b>(no more than 1 page)</b></p>	<p><i>Provides a plan of action and milestones that describes the target milestones for each activity and the lead accountable organizational element and any supporting organizational element. This section will be a schedule chart (with milestones), supported with verbiage that describes who is responsible for completing major activities and achieving milestones, or will be a table in the following format, with supporting verbiage:</i></p> <table border="1" data-bbox="561 1644 1425 1877"> <thead> <tr> <th><i>Key Milestones</i></th> <th><i>Target Dates</i></th> <th><i>OPR</i></th> <th><i>Support</i></th> </tr> </thead> <tbody> <tr> <td><i>Example: Complete Business Case</i></td> <td><i>3QFY2012</i></td> <td><i>USTRANSCOM J5/4</i></td> <td><i>DLA J-3</i></td> </tr> <tr> <td><i>Initial Deployment</i></td> <td><i>1QFY2013</i></td> <td><i>DLA Distribution</i></td> <td><i>Military Service (e.g. AF ALC-OO)</i></td> </tr> </tbody> </table>	<i>Key Milestones</i>	<i>Target Dates</i>	<i>OPR</i>	<i>Support</i>	<i>Example: Complete Business Case</i>	<i>3QFY2012</i>	<i>USTRANSCOM J5/4</i>	<i>DLA J-3</i>	<i>Initial Deployment</i>	<i>1QFY2013</i>	<i>DLA Distribution</i>	<i>Military Service (e.g. AF ALC-OO)</i>
<i>Key Milestones</i>	<i>Target Dates</i>	<i>OPR</i>	<i>Support</i>										
<i>Example: Complete Business Case</i>	<i>3QFY2012</i>	<i>USTRANSCOM J5/4</i>	<i>DLA J-3</i>										
<i>Initial Deployment</i>	<i>1QFY2013</i>	<i>DLA Distribution</i>	<i>Military Service (e.g. AF ALC-OO)</i>										

Section	Description			
	Report Progress	Monthly	DLA J-3	USTRANSCOM/ DASD (SCI)
	Certification & Accreditation Approved	2QFY2013	DLA J-6	USTRANSCOM/ Military Service
	Target Benefits Captured/ Monitored	1QFY2013- QFY2014 (Qtrly)	USTRANSCOM J5/4	CENTCOM
	Case Study (with Benefits Realized and Documented)	1QFY2015	USTRANSCOM J5/4	CENTCOM
	Approval for further deployment	1QFY2015	USTRANSCOM	DASD(SCI)/DLA
	<i>Explanation of chart or graphic here:</i>			
<b>VIII. Measures of Success</b> <b>(no more than .5 page)</b>	<p><i>Identifies the expected outcomes and/or key performance indicators (KPI) for the supporting plan and how the lead organizational element will assess the successful attainment of the measures of success.</i></p> <p><i>Examples (at least one outcome and ideally at least one KPI):</i></p> <ul style="list-style-type: none"> <li>• <i>Expected outcome: Complete all execution plan activities by 1Q2015</i> <ul style="list-style-type: none"> <li>○ <i>KPI: Schedule compliance checks (quarterly) until completed</i></li> </ul> </li> <li>• <i>Expected outcome: Complete verification and validation of security of data in support of asset tracking and ITV</i> <ul style="list-style-type: none"> <li>○ <i>KPI: Completion of formal vulnerability assessment with positive results no later than (date)</i></li> </ul> </li> <li>• <i>Expected outcome: Increased supply chain performance</i> <ul style="list-style-type: none"> <li>○ <i>KPI: Improved Cycle Times (e.g. logistics response time (LRT), customer wait time (CWT))</i></li> <li>○ <i>KPI: Improved inventory accuracy (e.g. unfilled orders (UFO), materiel availability (MA))</i></li> </ul> </li> <li>• <i>Expected Outcome: Improved logistics decision-making</i> <ul style="list-style-type: none"> <li>○ <i>KPI: Reduced number of order follow-ups, order volumes</i></li> <li>○ <i>KPI: Reduced number of phone calls to call center</i></li> </ul> </li> <li>• <i>Expected Outcome: Reduced supply chain risk and increased customer confidence (right item, right place, right time, etc.)</i> <ul style="list-style-type: none"> <li>○ <i>KPI: Reduced number of instances of disruption in delivery of critical war-stopper items</i></li> <li>○ <i>KPI: Reduced number of instances of counterfeit parts</i></li> <li>○ <i>KPI: Reduced number of Reports of Discrepancy from delivery of wrong part or failed delivery altogether</i></li> </ul> </li> </ul>			
<b>IX. Estimated Implementation Cost</b>	<i>Provide implementation costs by FY, beginning with the FY the SEP is submitted, i.e., current and future FY costs.</i>			
<b>X. Key External</b>	<i>List factors external to the organization and beyond its control that could</i>			

<b>Section</b>	<b>Description</b>
<b>Factors</b>	<i>significantly affect the achievement of the SEP objectives.</i>

## Appendix F – Detailed Supporting Execution Plans

This appendix provides the current supporting execution plans (SEP) that have been submitted to date for improving asset visibility.

### Supply Chain Execution (SCE)

#### *SCE-1 Air Mobility Command/Military Surface Deployment and Distribution Command (AMC/SDDC) Automatic Identification Technology (AIT) Implementation Business Case Analysis (BCA)*

Section	Description		
<b>I. General Information</b>	<b>Short Title</b>	AMC/SDDC Strategic Port Process Improvement	
	<b>Organization</b>	USTRANSCOM	
	<b>Customer</b>	AMC and SDDC	
	<b>Executive Sponsor</b>	USTRANSCOM TCJ5/4	
<b>II. Introduction</b>	<p>USTRANSCOM’s goal is to determine if leveraging AIT capabilities maximizes efficiency in identifying, tracking, documenting, and controlling assets within strategic ports. Effective data capture and asset visibility may benefit port business processes, the enterprise, and the warfighter.</p> <p><b>Military Operations Phase:</b> Sustainment (S) for aerial ports and deployment (D), (S) and redeployment (R) for surface ports.</p> <p><b>Scenario(s) or Model(s):</b>            Aerial port operational scenarios identified in the CONOPs (ref b) applicable to transportation shipment unit and pallet-level moves include :</p> <ul style="list-style-type: none"> <li>• Receipt and processing of cargo for onward aerial delivery,</li> <li>• Receipt and processing of air cargo for onward air movement,</li> <li>• Receipt and processing of air cargo for diversion to surface mode, and</li> <li>• Receipt and processing of air cargo for local delivery.</li> </ul> <p>Surface port operational scenarios from the CONOPS applicable to container-level moves include :</p>		

Section	Description
	<ul style="list-style-type: none"> <li>• surface unit moves,</li> <li>• surface sustainment moves, and</li> <li>• surface retrograde moves.</li> </ul> <p><b>Process Area(s) and Subprocess Areas(s) if applicable:</b>  For aerial ports, the study will focus on passive radio frequency identification (pRFID) use at the transportation shipment unit level and on active RFID (aRFID) use at the 463L pallet level. For surface ports, the study will focus on aRFID use at the container level only. The following subprocesses will be reviewed:</p> <ul style="list-style-type: none"> <li>• Receive</li> <li>• Hold Awaiting Further Transportation</li> <li>• Care of Shipments in Transit</li> <li>• Issue and Release</li> <li>• Prepare Shipments</li> <li>• Consolidate</li> </ul>
<b>III. Supporting References</b>	<p>a. OSD/SCI direction to show an overall positive return on investment (ROI) before approving any new active or passive RFID installations.</p> <p>b. <i>DoD Automatic Identification Technology Concept of Operations for Supply and Distribution Operations</i>, June 11, 2007.</p>
<b>IV. Issue Statement</b>	<p>We do not currently know if RFID use in strategic ports will provide a financial ROI or will produce an increase in productivity or effectiveness. The methodology developed over the last several years has been a good attempt to launch AIT throughout the DoD enterprise, but new budgetary constraints require another look at what has already been done, what is being done now, and what should be done down the road. Recent OSD guidance dictates all future efforts to deploy AIT must be justified by performance measurements and show a positive return on investment, whether that is operational enhancements or financial, manpower, and/or resource efficiencies.</p>
<b>V. Overall Objective(s)</b>	<p>Identify quantifiable financial, manpower and/or resource benefit or operational enhancements to port processes and the indirect, quantifiable financial benefit to the DoD as a result of using AIT in port</p>

Section	Description																
	<p>processes. In addition, analyze the technological and process changes that impact the benefit of AIT use at ports.</p> <ul style="list-style-type: none"> <li>• Assess current port operations and AIT use, specifically pRFID and aRFID, at two aerial ports;</li> <li>• Assess current port operations and AIT use, specifically aRFID, at two surface ports;</li> <li>• Identify similarities, differences, and opportunities for improvement in processes and AIT use between the two aerial ports and between the two surface ports;</li> <li>• Develop alternatives for changes to port processes and AIT use;</li> <li>• Analyze alternatives in terms of costs, benefits, ROI, and sensitivity of ROI to change; and</li> <li>• Provide USTRANSCOM, AMC, and SDDC with recommendations and next steps based on our findings.</li> </ul>																
<p><b>VI. Supporting Activities</b></p>	<p>For each operational scenario and associated process, observe and document:</p> <ul style="list-style-type: none"> <li>• physical cargo flow,</li> <li>• paperwork and information flow,</li> <li>• system use,</li> <li>• resource use,</li> <li>• manpower use, and</li> <li>• AIT use</li> </ul> <p>Use the information obtained to produce a BCA.</p>																
<p><b>VII. Detailed Action Plan</b></p>	<table border="1" data-bbox="575 1049 1503 1385"> <thead> <tr> <th data-bbox="575 1049 873 1122">Key Milestones</th> <th data-bbox="873 1049 1031 1122">Target Dates</th> <th data-bbox="1031 1049 1230 1122">OPR</th> <th data-bbox="1230 1049 1503 1122">Support</th> </tr> </thead> <tbody> <tr> <td data-bbox="575 1122 873 1232">Complete Business Case Analysis</td> <td data-bbox="873 1122 1031 1232">Aug 31, 2012</td> <td data-bbox="1031 1122 1230 1232">USTCJ5/4-T</td> <td data-bbox="1230 1122 1503 1232">Contractor, AMC/A4T and SDDC/G9and G6</td> </tr> <tr> <td data-bbox="575 1232 873 1308">Contractor Brief Results to TCJ5/4</td> <td data-bbox="873 1232 1031 1308">Sep 25, 2012</td> <td data-bbox="1031 1232 1230 1308">USTCJ5/4-T</td> <td data-bbox="1230 1232 1503 1308">Contractor</td> </tr> <tr> <td data-bbox="575 1308 873 1385">Use results to determine way ahead</td> <td data-bbox="873 1308 1031 1385">Continual</td> <td data-bbox="1031 1308 1230 1385">USTCJ5/4-T</td> <td data-bbox="1230 1308 1503 1385">AMC, SDDC, Services</td> </tr> </tbody> </table>	Key Milestones	Target Dates	OPR	Support	Complete Business Case Analysis	Aug 31, 2012	USTCJ5/4-T	Contractor, AMC/A4T and SDDC/G9and G6	Contractor Brief Results to TCJ5/4	Sep 25, 2012	USTCJ5/4-T	Contractor	Use results to determine way ahead	Continual	USTCJ5/4-T	AMC, SDDC, Services
Key Milestones	Target Dates	OPR	Support														
Complete Business Case Analysis	Aug 31, 2012	USTCJ5/4-T	Contractor, AMC/A4T and SDDC/G9and G6														
Contractor Brief Results to TCJ5/4	Sep 25, 2012	USTCJ5/4-T	Contractor														
Use results to determine way ahead	Continual	USTCJ5/4-T	AMC, SDDC, Services														

Section	Description
<b>VIII. Measures of Success</b>	<ul style="list-style-type: none"> <li>• <i>Identify the expected outcomes and/or key performance indications Expected outcome: A complete BCA.</i> <ul style="list-style-type: none"> <li>○ <i>KPI: Schedule compliance checks (monthly) until completed</i></li> </ul> </li> <li>• <i>Expected outcome: Decisions based on the BCA results</i> <ul style="list-style-type: none"> <li>○ <i>KPI: Written statement from Services (Army and Air Force), AMC and SDDC concerning proposed way ahead based on BCA results</i></li> </ul> </li> </ul>
<b>IX. Estimated Implementation Cost</b>	<p>\$0</p> <p>The BCA is complete, therefore no future costs are associated with this effort.</p> <p>[However, one project, already in the pipeline before the BCA was conducted, so not a part of this SEP, will use aRFID tag information to automatically receipt into GATES for Air Lines of Communication (ALOC) pallets coming from DLA into GATES. To accomplish this, aRFID readers will be installed at 4 CONUS aerial ports. This project will be completed in FY13 and will cost approximately \$300K.]</p>
<b>X. Key External Factors</b>	<p>Based on BCA results, no implementation is scheduled at this time.</p> <p>The SEP objectives to determine AIT use in the ports and any ROI associated with its use have already been met.</p>

## SCE-2 Positive Material Transfer

Section	Description								
<b>XI. General Information</b>	<table border="1"> <tr> <td data-bbox="581 267 1024 300">Short Title</td> <td data-bbox="1024 267 1950 300">DLA Positive Materiel Transfer (PMT)</td> </tr> <tr> <td data-bbox="581 300 1024 332"><b>Organization</b></td> <td data-bbox="1024 300 1950 332">DLA</td> </tr> <tr> <td data-bbox="581 332 1024 365"><b>Customer</b></td> <td data-bbox="1024 332 1950 365">Services</td> </tr> <tr> <td data-bbox="581 365 1024 418"><b>Executive Sponsor</b></td> <td data-bbox="1024 365 1950 418">DLA J-3</td> </tr> </table>	Short Title	DLA Positive Materiel Transfer (PMT)	<b>Organization</b>	DLA	<b>Customer</b>	Services	<b>Executive Sponsor</b>	DLA J-3
Short Title	DLA Positive Materiel Transfer (PMT)								
<b>Organization</b>	DLA								
<b>Customer</b>	Services								
<b>Executive Sponsor</b>	DLA J-3								
<b>XII. Introduction</b>	<p>The movement of materiel from DLA to the customers, and sometimes back again, is historically tracked through a combination of automated and manual methods. Within many complex, manual processes, there are gaps in visibility and accountability in regard to the transfer of materiel from one entity to another. These gaps lead to suboptimal processes that must be augmented with increased inventory to meet customer demand.</p> <p>The PMT effort uses passive RFID and automated data capture to track materiel throughout the supply network. By providing reads as materiel enters and exits each node and route of the supply chain, asset visibility (tracking) capability is greatly extended. Through the PMT, DLA’s leadership will have the asset visibility (tracking) ability required to both locate the materiel when it is needed and continually improve the processes.</p> <p>Using the visibility provided, managers can readily locate and take action on materiel required by the customer. Automatically capturing the data as materiel moves through the supply network provides a continually updating picture of the system that traditional process mapping fails to capture. This increases management’s knowledge of system performance and issues.</p> <p><b>Military Operations Phase:</b> Sustainment (S)</p> <p><b>Scenario(s) or Model(s):</b> CONUS Retail (e.g. Supply, Storage, &amp; Distribution, Inventory Management &amp; Stock Positioning, Industrial/Maintenance Support)</p> <p><b>Process Area(s) and Sub-Process Areas(s) if applicable:</b></p> <p>DLA J-3: Distribution</p>								
<b>XIII. Supporting References</b>	<p>a. “Goal 2”, 2010, “2010-2017 Defense Logistics Agency Strategic Plan”, SE-B; Stewardship Excellence: Realize process excellence by balancing efficiency and effectiveness</p> <p>b. “Goal 4”, 2010, “DoD Logistics Strategic Plan”, Improve Supply Chain Processes, Synchronizing From End-To-End &amp; Adopting Challenging But Achievable Standards For Each Element Of The Supply Chain”</p>								
<b>XIV. Issue Statement</b>	<p>The current problem within DLA is that underlying processes and transactional systems lack fidelity and granularity, creating a significant drag on supply chain efficiency and effectiveness. With the current level of visibility, it is difficult to associate performance issues in the local distribution network with specific physical nodes, only processes. Improvement initiatives target broad processes are too costly to maintain when the performance challenge may have been local to one node or route.</p>								

Section	Description								
	By implementing AIT around and integrating AIT with the core business processes and transactional systems, DLA can deliver a more robust management information system (MIS), tuned to support the operational needs of both DLA and the Services. The introduction of AIT allows for the focused adjustment of the business process.								
<b>XV. Overall Objective(s)</b>	<p>Primary objectives of improving asset visibility (tracking) with PMT are:</p> <ul style="list-style-type: none"> <li>• Reduce resource time spent searching for materiel <ul style="list-style-type: none"> <li>○ The time spent searching for materiel will be reduced. Improved materiel position data comes through automatically capturing the materiel transfer data at the entry point and exit point of each supply chain node and route (i.e. door reads in and out as well as conveyance reads upon loading and unloading). With this data resident in the backbone logistics system (DSS), any user can access the visibility screen and locate the last position of the materiel.</li> </ul> </li> <li>• Increase management’s ability to rapidly and continually identify underperforming supply chain links <ul style="list-style-type: none"> <li>○ The asset visibility (tracking) data resident in DSS will allow management to rapidly and continually identify underperforming supply chain links. Through automatically capturing the time materiel enters and exits each node and route, management has an updating operating picture of its process times, bottlenecks and bad actors. This management knowledge enables continuous process improvements required by the DoD Logistics Strategic Plan.</li> </ul> </li> </ul>								
<b>XVI. Supporting Activities</b>	<ol style="list-style-type: none"> <li>1. Define Requirement: Interview using organization to understand and document the business challenge faced.</li> <li>2. Engage Stakeholders: Identify and continually engage the process and enabling services owners to appropriately scope effort.</li> <li>3. Define Scope: Document the technical design specifications, process mappings, systems integration, performance management plan, and roles and responsibilities for the effort.</li> <li>4. Initial Implementation: Execute an initial implementation to determine feasibility, assess the impact on the initial challenge, and document business findings.</li> <li>5. Documentation and Training: Update Standard Operating Procedures (SOP), policy and related guidance to ensure all stakeholder actions and direction are aligned.</li> <li>6. Performance Management: Track and continually improve performance of enabled processes in accordance with business process owner guidance.</li> <li>7. Business Case Analysis: Document and weight business impact against the total cost of the effort.</li> <li>8. Obtain Leadership Approval: Obtain leadership approval for expanding the solution based off of business case results.</li> <li>9. Enterprise Implementation Plan: Collaboratively document the installation, integration, administration and sustainment plans for scaling the capability to all areas within the Enterprise that provide a positive return on investment.</li> <li>10. Obtain Senior Leadership Signature: Obtain supporting organization Director and Agency Director approvals and signature for Enterprise Implementation.</li> <li>11. Execute the Implementation Plan: Operationalize the Implementation Plan, ensuring the capability is deployed in accordance with Director guidance.</li> <li>12. Monitor Solution: Once implemented, continued monitoring of the system’s health is required to minimize performance degradation.</li> </ol>								
<b>XVII. Detailed Action Plan</b>	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 33%;">Key Milestones</th> <th style="width: 16%;">Target Dates</th> <th style="width: 16%;">OPR</th> <th style="width: 35%;">Support</th> </tr> </thead> <tbody> <tr> <td>Define Requirement</td> <td>4QFY2011</td> <td>DLA J-3</td> <td>DLA Distribution, DLA Aviation, DLA J-6, DLA</td> </tr> </tbody> </table>	Key Milestones	Target Dates	OPR	Support	Define Requirement	4QFY2011	DLA J-3	DLA Distribution, DLA Aviation, DLA J-6, DLA
Key Milestones	Target Dates	OPR	Support						
Define Requirement	4QFY2011	DLA J-3	DLA Distribution, DLA Aviation, DLA J-6, DLA						

Section	Description			
	Engage Stakeholders	3QFY2011 (continuous)		Transaction Services
	Define Scope	3QFY2014		
	Initial Implementation	4QFY2014		
	Documentation and Training	4QFY2014		
	<b>Key Milestones</b>	<b>Target Dates</b>	<b>OPR</b>	<b>Support</b>
	Performance Management	4QFY2012 (continuous)	DLA J-3	DLA Distribution, DLA Aviation, DLA J-6, DLA Transaction Services
	Business Case Analysis	4QFY2014		
	Obtain Leadership Approval	4QFY2014		
	Enterprise Implementation Plan	4QFY2014		
	Obtain Senior Leadership Signature	4QFY2014		
	Execute the Implementation Plan	4QFY2014- QFY2015		
	<i>USAF Air Logistics Centers (ALCs);</i>	4QFY2014		
	<i>USN shipyards</i>	TBD		
	<i>USN FRCs</i>	TBD		
	<i>TBD</i>	3QFY2014		
	<i>USMC Aviation Depots</i>	TBD		
	<i>Army Depots</i>	TBD		
	Monitor Solution	Continuous	DLA Distribution, DLA Avisation, DLA J-3, DLA Transaction Services, Military Services	DLA Distribution, DLA Aviation, DLA J-3, DLA Transaction Services

Section	Description
	DLA J-3 is the office of primary responsibility for the enterprise deployment of an enabling technology. However, success is dependent on the active participation and process or technical ownership of the appropriate stakeholders throughout the implementation.
<p align="center"><b>XVIII. Measures of Success</b></p>	<p>Reliability:</p> <ul style="list-style-type: none"> <li>• Expected outcome: Reduce denial rate to customer <ul style="list-style-type: none"> <li>○ KPI: Track Denial Rates trend monthly, success = decreasing trend over time</li> <li>○ Secondary KPI: Pending Denials is a leading indicator for the number of denials that could happen, success = decreasing trend over time</li> <li>○ Secondary KPI: Denial Rate by DoD Activity Address Code (DODAAC) is a drill down of the primary metric, allowing improved management of bad-actors</li> <li>○ Secondary KPI: Customer Service Calls volumes are lagging indicators of the improved management knowledge, success = decreasing trend over time</li> <li>○ Secondary KPI: Cancellation by Priority provides leadership a lagging indicator of customer dissatisfaction, success = decreasing trend over time</li> <li>○ Secondary KPI: Cancellation Rate by Federal Supply Class (FSC) provides lagging insight into bad actor stock types</li> <li>○ Secondary KPI: Zero Stows serve as leading indicator for denial rate, success = decreasing trend over time</li> </ul> </li> <li>• Expected outcome: Reduction data discrepancies <ul style="list-style-type: none"> <li>○ KPI: Track number of missing data segments within management data set, success = decreasing trend over time</li> </ul> </li> </ul> <p>Efficiency:</p> <ul style="list-style-type: none"> <li>• Expected outcome: Reduce search time for materiel <ul style="list-style-type: none"> <li>○ KPI: Track trend in time spent searching for materiel monthly, success = decreasing trend over time</li> <li>○ Secondary KPI: Non-Production Hours Count allows a deeper level of detail into the value of labor hours burned to augment processes, success = decreasing trend over time</li> </ul> </li> <li>• Expected outcome: Increased likelihood of demanded materiel being on the right shelf at the right time <ul style="list-style-type: none"> <li>• KPI: Track number of inventory adjustments by value each month, success = decreasing trend over time</li> <li>• Secondary KPI: Volume of Inventory Adjustments allows a deeper level of detail into the value of assets the Agency has had to write-down (or up) , success = decreasing trend over time</li> <li>• Secondary KPI: MINSS Value provides insight into the total amount of inventory flowing through the supply network and should be reduced as inventory adjustments decrease , success = decreasing trend over time</li> </ul> </li> </ul> <p>Speed:</p> <ul style="list-style-type: none"> <li>• Expected outcome: Reduce Delivery Response Time (DRT)</li> <li>• KPI: Track trend in Delivery Response Time, updating monthly, success = decreasing trend over time</li> <li>• Secondary KPI : Replenishment (DD to SSC) informs leadership of performance and highlight those sub-processes</li> </ul>

Section	Description
	<p>with outstanding performance, success = decreasing trend over time</p> <ul style="list-style-type: none"> <li>Secondary KPI : Receipt Put-away informs leadership of sub-processes that delay the readiness of the stocked materiel, success = decreasing trend over time</li> </ul>
<b>XIX. Estimated Implementation Cost</b>	PMT Rollout Notional ROI Projected Implementation Cost: \$17.8M
<b>XX. Key External Factors</b>	<ul style="list-style-type: none"> <li>Limited visibility to requisition status and materiel transfer between Depots, DLA Aviation, and AF Depot Maintenance.</li> <li>Untracked actual response times for requisitions or supply delivery.</li> </ul>

**SCE-3 Long-Range Passive Radio Frequency Identification (pRFID)**

Section	Description	
<b>I. General Information</b>	<b>Short Title</b>	<b>Long-Range Passive RFID</b>
	<b>Organization</b>	<b>USTRANSCOM</b>
	<b>Customer</b>	<b>DoD Supply Chain</b>
	<b>Executive Sponsor</b>	<b>USTRANSCOM TCJ5/4-T</b>
<b>II. Introduction</b>	<p>Blount Island Command (BIC) has the responsibility of asset management and control of over 21,000 prepositioning items totaling over \$3.4B. Similarly BIC manages and controls over 8,000 garrison assets for day-to-day operations. The use of automatic identification technology (AIT) to aid in this management has been limited to linear and 2-dimensional barcodes and active radio frequency identification (aRFID). Barcodes were printed on Logistics Applications of Automated Marking And Reading Symbols (LOGMARS) labels and affixed to prepositioning equipment. The process of applying them and subsequently scanning them for item identification is manual and subject to human error.</p> <p>The management and control of all these assets involve interfacing with or maintaining numerous information systems. The legacy systems include (but are not limited to) Marine Corps systems; Marine Air Ground Task Force (MAGTF) Deployment Support System II (MDSS II); Marine Corps Prepositioning Information Center (MCPIC); Norway Equipment Inventory Management System (NEIMS); Defense Property Accounting System (DPAS); Item Unique Identification (IUID) Registry; and the Ordnance Information System (OIS). The future systems include the Global Combat Support System - Marine Corps (GCSS-MC).</p> <p>Managing these system interfaces and ensuring data quality are significant efforts. These systems are not integrated and much of the data is redundant. To help facilitate these interfaces and maintain data quality, BIC has developed Integrating the Placement and Registration for Identified Material and Equipment (IPRIME). IPRIME provides a single common data layer that ensures the completeness, correctness, and timeliness of the data. It is a web application, tracking movement of materials and equipment that have passive RFID tags and allowing users to query movement history and current locations.</p>	
<b>III. Supporting References</b>	<ul style="list-style-type: none"> <li>• USD (AT&amp;L) Radio Frequency Identification Policy Memo, dated July 2004</li> <li>• DoD Automatic Identification Technology Concept of Operations For Supply and Distribution Operations, dated 11 June 2007</li> <li>• DoD 4140.1-R DoD Supply Chain Material Management Regulation, dated May 23, 2003</li> </ul>	

Section	Description
	<ul style="list-style-type: none"> <li>• Joint Logistics (Distribution), Joint Integrating Concept</li> </ul>
<b>IV. Issue Statement</b>	<p>Historically, BIC has relied on manual methods for establishing and maintaining asset visibility during the Maritime Prepositioning Force (MPF) Maintenance Cycle (MMC). The use of AIT to improve business process has been limited. Most notably barcode technology was used to account for the embarkation and debarkation of assets from MPS ships. Although this technology provided a semi-automated means for asset identification and location, it relied on dependable equipment and the proper training of those applying the barcodes and using the scanners. This method proved unreliable due to human error, barcode label issues, and hardware problems.</p>
<b>V. Overall Objective(s)</b>	<p>The objective of this project is to help Blount Island’s senior leadership decide, in a rational way, the true business value of a potential investment in pRFID technology. It both justifies the investment and guides the subsequent work in order to ensure the expected benefits are delivered. This includes:</p> <ul style="list-style-type: none"> <li>• Complete asset visibility and accountability of principle end items (PEI) and containers from the time they are delivered to the Command, throughout the maintenance cycle by location, to and from any intermediate staging/holding areas, and ultimately loaded to the Maritime Prepositioning Ships.</li> <li>• Collection of real-time metric processes data for analysis during the maintenance cycle.</li> <li>• Support MPF Operations such as arrival and assembly by providing asset visibility and enabling playbook functionality.</li> <li>• Improved item accountability and data accuracy for all items that are containerized and mobile loaded. The quality assurance manpower would be simply too expensive to conduct 100% verification.</li> <li>• Provide automated government furnished equipment (GFE) inventory.</li> <li>• Improved data accuracy and visibility to better support the Warfighters' ability to plan.</li> <li>• Accurately track items being offloaded and backloaded to MPS</li> <li>• Minimize or eliminate principal end items or parts that were thought to be out of stock.</li> <li>• Eliminate misidentification of principal end items.</li> <li>• Provide a long-range (&gt;300 feet) asset identification solution.</li> </ul>
<b>VI. Supporting Activities</b>	<ul style="list-style-type: none"> <li>• Review supply chain issues analysis and definition.</li> <li>• Collect current business measures</li> <li>• Analyze measures of current business processes</li> <li>• Conduct technology evaluation</li> <li>• Implement a concept of operations</li> </ul>

Section	Description																																
	<ul style="list-style-type: none"> <li>• Review of the MMC process involving the unloading, refurbishment, replenishment, repacking, and reloading of equipment and supplies (E&amp;S) to MPS.</li> <li>• Review the current method used to account for MPF items loaded to a container or vehicle.</li> <li>• Review the facility inventory methods used to account for garrison property.</li> <li>• Conduct a business case analysis that includes the return on investment and a recommendation for implementation.</li> </ul>																																
<b>VII. Detailed Action Plan</b>	<p style="text-align: center;"><b>Program of Actions and Milestones</b></p> <table border="1" data-bbox="611 500 1444 1408"> <thead> <tr> <th data-bbox="611 500 894 565"><b>Key Milestones</b></th> <th data-bbox="894 500 1087 565"><b>Target Date</b></th> <th data-bbox="1087 500 1276 565"><b>OPR</b></th> <th data-bbox="1276 500 1444 565"><b>Support</b></th> </tr> </thead> <tbody> <tr> <td data-bbox="611 565 894 678">pRFID Scope Statement</td> <td data-bbox="894 565 1087 678">3QFY2011</td> <td data-bbox="1087 565 1276 678">USMC BIC</td> <td data-bbox="1276 565 1444 678">USTC J5/4-T</td> </tr> <tr> <td data-bbox="611 678 894 833">Business Use Case Definition and Measure</td> <td data-bbox="894 678 1087 833">2QFY2012</td> <td data-bbox="1087 678 1276 833">USMC BIC</td> <td data-bbox="1276 678 1444 833">USTC J5/4-T</td> </tr> <tr> <td data-bbox="611 833 894 946">Technical/Functional Evaluation</td> <td data-bbox="894 833 1087 946">1QFY2013</td> <td data-bbox="1087 833 1276 946">USMC BIC</td> <td data-bbox="1276 833 1444 946">USTC J5/4-T</td> </tr> <tr> <td data-bbox="611 946 894 1060">Business Case Analysis</td> <td data-bbox="894 946 1087 1060">1QFY2013</td> <td data-bbox="1087 946 1276 1060">USMC BIC</td> <td data-bbox="1276 946 1444 1060">USTC J5/4-T</td> </tr> <tr> <td data-bbox="611 1060 894 1174">Transition plan</td> <td data-bbox="894 1060 1087 1174">2QFY2013</td> <td data-bbox="1087 1060 1276 1174">USMC BIC</td> <td data-bbox="1276 1060 1444 1174">USTC J5/4-T</td> </tr> <tr> <td data-bbox="611 1174 894 1287">Start Site Implementation</td> <td data-bbox="894 1174 1087 1287">3QFY2013</td> <td data-bbox="1087 1174 1276 1287">USMC BIC</td> <td data-bbox="1276 1174 1444 1287">USTC J5/4-T</td> </tr> <tr> <td data-bbox="611 1287 894 1408">Final Report/Recommended Expansion to</td> <td data-bbox="894 1287 1087 1408">2QFY2014</td> <td data-bbox="1087 1287 1276 1408">USTC J5/4-T</td> <td data-bbox="1276 1287 1444 1408">USMC BIC</td> </tr> </tbody> </table>	<b>Key Milestones</b>	<b>Target Date</b>	<b>OPR</b>	<b>Support</b>	pRFID Scope Statement	3QFY2011	USMC BIC	USTC J5/4-T	Business Use Case Definition and Measure	2QFY2012	USMC BIC	USTC J5/4-T	Technical/Functional Evaluation	1QFY2013	USMC BIC	USTC J5/4-T	Business Case Analysis	1QFY2013	USMC BIC	USTC J5/4-T	Transition plan	2QFY2013	USMC BIC	USTC J5/4-T	Start Site Implementation	3QFY2013	USMC BIC	USTC J5/4-T	Final Report/Recommended Expansion to	2QFY2014	USTC J5/4-T	USMC BIC
<b>Key Milestones</b>	<b>Target Date</b>	<b>OPR</b>	<b>Support</b>																														
pRFID Scope Statement	3QFY2011	USMC BIC	USTC J5/4-T																														
Business Use Case Definition and Measure	2QFY2012	USMC BIC	USTC J5/4-T																														
Technical/Functional Evaluation	1QFY2013	USMC BIC	USTC J5/4-T																														
Business Case Analysis	1QFY2013	USMC BIC	USTC J5/4-T																														
Transition plan	2QFY2013	USMC BIC	USTC J5/4-T																														
Start Site Implementation	3QFY2013	USMC BIC	USTC J5/4-T																														
Final Report/Recommended Expansion to	2QFY2014	USTC J5/4-T	USMC BIC																														

Section		Description			
	Other DOD Sites				
	Project Closeout	2QFY2014	USTC J5/4-T	USMC BIC	
<b>VIII. Measures of Success</b>	<ul style="list-style-type: none"> <li>• Achieve Long Range UHF Passive RFID tag read range <ul style="list-style-type: none"> <li>○ Read UHF Passive RFID tag <math>\geq 300'</math></li> </ul> </li> <li>• Reduced time to receive, stock, and retrieve warehouse item <ul style="list-style-type: none"> <li>○ 50% time reduction to stock and locate a stocked item</li> </ul> </li> <li>• Improved item accountability and data accuracy for all items that are containerized and mobile loaded <ul style="list-style-type: none"> <li>○ 100% verification of items containerized or mobile loaded</li> <li>○ 100% of item's Unique Item Identification relationship with passive RFID tag EPC ID DOD-96</li> </ul> </li> <li>• Reduced item inventory time <ul style="list-style-type: none"> <li>○ 50% time reduction to conduct physical inventory</li> </ul> </li> <li>• Maintain real-time warehouse inventory status and location <ul style="list-style-type: none"> <li>○ &lt; 1 foot location accuracy on any axis</li> <li>○ 99% item identification</li> </ul> </li> </ul>				
<b>IX. Estimated Implementation Costs</b>	<p>\$1.9M</p> <p>The objective of this project is to enable Maritime Prepositioning Ships' senior leadership to decide, in a rational way, the true business value of a potential investment in long-range passive radio frequency identification technology. It both justifies the investment and guides the subsequent work in order to ensure the expected benefits are delivered.</p>				
<b>X. Key External Factors</b>	<p>Sequestration: (1) Possible civilian furloughs – TRANSCOM/BIC action officers assigned to support the LRpRFID; 20% reduction in available man hours. Possible 20% reduction of Critical Non-Cash Resource (CNCR). (2) Lost of Operational Demonstration Venue – The LRpRFID is currently supported by the USMC MPS BIC. Operational events and exercises and sequestration could take precedence over completion of installation.</p>				

**SCE-4 Afloat/Ashore Implementation of Navy Ordnance Information System (OIS) AIT Capability**

SCE-4 Section	Description	
<p><b>I. General Information</b></p>	<p><b>Short Title</b></p>	<p><b>Afloat/Ashore Implementation of Navy Ordnance Information System (OIS) AIT Capability</b></p>
	<p><b>Organization</b></p>	<p>NAVSUPSYSCOM</p>
	<p><b>Customer</b></p>	<p>DoN Ordnance Logistics Enterprise</p>
	<p><b>Executive Sponsor</b></p>	<p>OPNAV N41</p>
<p><b>II. Introduction</b></p>	<p>Until 2010, the DoN has used linear barcodes as the AIT media for identifying and tracking its ordnance material</p> <p>The Acting Under Secretary of Defense for Acquisition, Technology, and Logistics (USD AT&amp;L) Memo, Radio Frequency Identification (RFID) Policy, of July 30, 2004, directed the Services to immediately implement active RFID for all shipments to OCONUS operational environments, and also, beginning in January 2007, to implement passive RFID (pRFID) tagging, on individual cases, cases packed within a palletized unit load, palletized unit loads and unit packs for uniquely identified items.</p> <p>However, the ordnance logistics communities within the military services expressed their collective pRFID concerns in regard to Hazards of Electromagnetic Radiation to Ordnance (HERO) and electromagnetic compatibility. Hence, when the USTRANSCOM, DoD Automatic Identification Technology Concept of Operations for Supply and Distribution Operations was promulgated in June 11, 2007, it recognized these explosives safety concerns, and exempted two commodities from the passive RFID tagging directive: bulk commodities and ordnance. The CONOPS stated that the safe use of AIT in the vicinity of munitions deserves special consideration and further research, because HERO compatibility testing of pRFID with the entire DoD inventory of HERO-sensitive munitions/ordnance had not been completed. For that reason, the CONOPS stated that for the time being no pRFID should be used around munitions and other explosive material within the DoD.</p> <p>Subsequently, at the recommendation of the Navy Ordnance AIT Integrated Product Team, OPNAV N41 directed that the 2DBC (PDF 417 symbology) would be the standard AIT media for Consolidation Layer 1, 2, and 3 within the DoN. Hence, the Navy has been deploying the initial versions of its 2DBC solution at ordnance logistics sites ashore, for all Navy ordnance, and including Marine Corps aviation ordnance, since April 2010.</p> <p>This execution plan describes the current effort to further implement Ordnance Information System (OIS) AIT within classified domains (SIPR/CONF) both afloat and ashore. It will provide a capability to those activities that matches the existing capabilities at CONUS and/or unclassified sites. Implementing a common approach, process and capability throughout Navy, Marine Corps and Coast Guard eliminates any additional ILS</p>	

SCE-4 Section	Description
<p><b>III. Supporting References</b></p>	<p>requirements to support multiple systems, applications, software and hardware.</p> <ul style="list-style-type: none"> <li>a. OPNAVINST M-1800.16D, Subj: <i>Navy Ordnance Management Policy Manual</i>, of April 30, 2012</li> <li>b. OPNAVINST 8010.12G/MCO 8010.12A, Subj: <i>Naval Conventional Ordnance Operational Logistic</i>, of October 2007</li> <li>c. OPNAVINST 8015.2B, Subj: <i>Conventional Ordnance Inventory Accountability</i></li> <li>d. NAVSUP P-724, <i>Conventional Ordnance Stockpile Management Policies and Procedures, Vols. 1 &amp; 2</i></li> <li>e. MIL-STD-129P w/Change 4 – <i>Military Marking for Shipment and Storage</i>, of September 19, 2007</li> <li>f. NAVSUPSYSCOM Document, <i>Ordnance 2D Bar code Automation Requirements Statement</i>, of February 2, 2008.</li> <li>g. Naval Ordnance Logistics Center (NOLSC) Document, <i>Naval Ordnance RFID Implementation Initiative Functional Requirements Document (FRD)</i>, of March 18, 2008.</li> <li>h. NOLSC-Ammo, Document, <i>Naval Ordnance Automatic Identification Technology (AIT) Implementation Plan for 2-Dimensional Bar codes, with Supporting Equipment and Software</i>, of December 4, 2009</li> <li>i. NOLSC-Ammo Document, <i>Ordnance Automatic Identification Technology (AIT) Baseline Assessment of the Deployment of 2-Dimensional Bar codes, with Supporting Equipment and Software</i>, of August 31, 2010</li> <li>j. JOCG AIT Steering Group Document, <i>Joint Ammo Package Label Specification (JAPLS), version 1.12</i>, of March 16, 2011</li> <li>k. Commander U.S. Fleet Cyber Command, Letter Ser. ODAA/2731, of December 21, 2011, Authority to Operate (ATO) / Type Accreditation for the Ordnance Information System (OIS-SCAN) Release 12 (FY12L0155).</li> </ul>
<p><b>IV. Issue Statement</b></p>	<p>Deployment of 2DBC capability for DoN ordnance material so far has been limited to CONUS ashore logistics sites only, due to the information security restrictions associated with the potential compromise of the warfighting capability of operational units operating worldwide, and the OCONUS sites ashore that are most vulnerable to information security threats.</p> <p>By executing this plan, the DoN will have secure communications necessary to automatically collect and transmit timely, accurate and complete ordnance asset visibility information to the OIS-Wholesale. This will complete the necessary global asset visibility, tracking and tracing requirements while complying with all DoD and DoN accountability and AIT data element, symbology and format standards.</p>
<p><b>V. Overall Objective</b></p>	<p>The objective of this project is to implement Ordnance Information System (OIS) AIT within classified domains (SIPR/CONF) both afloat and ashore, providing capability to those activities that matches existing capabilities at CONUS and/or unclassified sites, in order to institute a common approach, process and capability throughout Navy, Marine Corps and Coast Guard, which will remove any additional ILS requirements to support multiple systems, applications, software and hardware.</p>

SCE-4 Section	Description
<b>VI. Supporting Activities</b>	<p>The following tasks are to be executed in support of this plan in order to implement the OIS AIT capability throughout the operating forces and ordnance logistics sites OCONUS:</p> <p><b>Stakeholder engagement:</b></p> <ul style="list-style-type: none"> <li>• Ensure all stakeholders have visibility of the project Implementation Plan, and that the requisite senior leaders have been briefed on the status of key milestones during project implementation.</li> <li>• Provide semiannual implementation project review to OPNAV N411 and resources sponsor as part of the regular OIS Program status reporting requirement.</li> <li>• Maintain regular contact and provide visibility to the implementation POA&amp;M to Combined Fleet Forces Command, and COMPACFLT representatives.</li> <li>• For every shipboard installation, coordinate events with associated Type Commander (TYCOM) prior to scheduled arrival.</li> <li>• Upon obtaining respective TYCOM authorization, contact designated ship’s liaison officer to arrange for necessary ship visits.</li> <li>• For OCONUS ashore installation, coordinate with appropriate command representatives, providing visibility of implementation plan and coordinating implementation at each site.</li> <li>• Use the OIS Portal web site, and available other internet assets to generate the necessary awareness among the Fleet users, as well as, brief the project at the regularly scheduled DoN ordnance community forums.</li> </ul> <p><b>Planning activities:</b></p> <ul style="list-style-type: none"> <li>• When required revise and promulgate changes to the project Implementation Plan and the included Plan of Action and Milestones (POA&amp;M).</li> <li>• Synchronize the afloat implementation schedule with shipboard operating schedule. Update quarterly.</li> </ul> <p><b>Solution Implementation:</b></p> <ul style="list-style-type: none"> <li>• Execute hardware and software development and/or procurements.</li> <li>• Conduct the requisite site surveys and validate each ship/site-specific requirements for the roll out.</li> <li>• During each site implementation phase ensure proper installation, including device configuration, installation, burn-in, training and start-up prior to departure.</li> <li>• Conduct related coordination with each command/site, ensuring they understand how to obtain supplies,</li> </ul>

SCE-4 Section	Description			
	<p>repairs, and/or replacement equipment once initial material is transferred into their custody.</p> <ul style="list-style-type: none"> <li>• Prepare installation documentation in accordance with the POA&amp;M.</li> </ul> <p><b>Solution Integration:</b></p> <ul style="list-style-type: none"> <li>• Review and verify that the “to be” implemented system is compliant with all shipboard and OCONUS ashore computer interface requirements as promulgated by SPAWAR and CYBERCOM , including ship/SIPR networks and other necessary networks associated with other systems in the planned architecture.</li> <li>• Conduct all software and hardware test and evaluation procedures as required.</li> <li>• Verify 2DBC scanner RF emissions are disabled and the equipment is compliant with all explosives safety and electromagnetic compatibility restrictions.</li> </ul> <p><b>Information Assurance:</b></p> <ul style="list-style-type: none"> <li>• Obtain all Certifications and Accreditation required for shipboard and overseas ashore operation of the 2DBC capability. Review as necessary to maintain currency.</li> <li>• Ensure that the system’s authority to operate (ATO) is maintained.</li> </ul> <p><b>Documentation and Training:</b></p> <ul style="list-style-type: none"> <li>• Complete development of the shipboard on-site user training course and the associated User Guide.</li> <li>• Coordinate associated implementation training events with the Mobile Fleet Support Team Lead for scheduling AIT trainers. Update schedule at least quarterly.</li> <li>• Develop Computer Based Training (CBT) course and post on the OIS Portal as soon as completed.</li> </ul>			
<b>VII. Detailed Action Plan</b>	<b>Key Milestones</b>	<b>Target Dates</b>	<b>OPR</b>	<b>Support</b>
	Complete initial phase of capability development	1Q FY13	OIS PMO	NAVSUPSYSCOM - N6
	Commence deployment of OIS AIT capability with 2DBC, JOCG requirements, Internal management label (IML), assisted reconciliation to afloat and OCONUS SIPR and NIPR environments	4QFY13	OIS PMO	NAVSUPSYSCOM - N6
	Establish OIS AIT sustainment plan with resource sponsor by 2Q FY13	2Q FY13	OIS PMO	NAVSUPSYSCOM - N6

SCE-4 Section	Description
<b>VIII. Measures of Success</b>	<p>The expected outcomes of this initiative are:</p> <p>KPI1: Timeliness: Data entry and updates will occur quicker from time of issue/receipt to data processing.</p> <ul style="list-style-type: none"> <li>• Time from material arrival to data available in application database: within 30 minutes of scheduled data upload</li> </ul> <p>KPI2: Reliability: Automation of data generation and reading will remove manual (hand written) data legibility issues.</p> <ul style="list-style-type: none"> <li>• Percent of data scanned requiring manual correction: Less than 1% (not including label damaged)</li> </ul> <p>KPI3: Accuracy: Accuracy of data is increased through automated verification.</p> <ul style="list-style-type: none"> <li>• Data is accurately generated and/or read and provided/received by server: &gt; 99.5% accurate</li> </ul> <p>KPI4: Completeness: Automation of label printing and reading of standardized data with the enhanced capacity of 2DBC will ensure all required asset visibility and tracking information will be collected and transmitted.</p> <ul style="list-style-type: none"> <li>• Data on labels or read from labels will be complete for all issue, receipt, inventory and re-stow transactions: 99.5%</li> </ul>
<b>IX. Estimated Implementation Costs</b>	TBD
<b>X. Key External Factors</b>	TBD

## SCE-5 Passive RFID Receiving Validation

Section	Description								
<b>XI. General Information</b>	<table border="1"> <tr> <td data-bbox="573 264 1024 305">Short Title</td> <td data-bbox="1024 264 1957 305">PRR</td> </tr> <tr> <td data-bbox="573 305 1024 345">Organization</td> <td data-bbox="1024 305 1957 345">DLA-HQ, DLA Distribution and DLA Information Operations</td> </tr> <tr> <td data-bbox="573 345 1024 386">Customer</td> <td data-bbox="1024 345 1957 386">DLA Enterprise</td> </tr> <tr> <td data-bbox="573 386 1024 418">Executive Sponsor</td> <td data-bbox="1024 386 1957 418">DLA J-3</td> </tr> </table>	Short Title	PRR	Organization	DLA-HQ, DLA Distribution and DLA Information Operations	Customer	DLA Enterprise	Executive Sponsor	DLA J-3
	Short Title	PRR							
	Organization	DLA-HQ, DLA Distribution and DLA Information Operations							
	Customer	DLA Enterprise							
Executive Sponsor	DLA J-3								
<b>XII. Introduction</b>	<ul style="list-style-type: none"> <li>Regain an understanding of the PRR and non-PRR processes from receipt (through receiving door) to placement in designated storage location.</li> <li>Establish a comparison of original designed PRR concept to in place as-is PRR systems and processes.</li> <li>Modify original PRR Business Case Analysis (BCA) to include in place as-is PRR systems and processes, original designed PRR concept, and alternatives that would be of benefit to the overall PRR capability.</li> </ul>								
<b>XIII. Supporting References</b>	DLA Directors Goals 1. Deliver significant and sustainable efficiency improvements								
<b>XIV. Issue Statement</b>	Passive RFID Receiving is currently deployed to 16 CONUS and 2 OCONUS Distribution Depots primarily for small parcel material. The requirement is to validate process efficiencies in current use and determine next steps for a total enterprise implementation for all material receipts.								
<b>XV. Overall Objective(s)</b>	<ul style="list-style-type: none"> <li>Gain an understanding of as-is DLA Distribution passive Radio Frequency Identification (pRFID) equipped PRR systems/processes at DLA Distribution San Joaquin, California and DLA Distribution Susquehanna, Pennsylvania.</li> <li>Determine what item receipt characteristics are required to be diverted to the PRR processes.</li> <li>Determine time stamps throughout the PRR and stowage processes including human and intelligent system decision points/processes, bottlenecks, and non-programmed mechanized system movement.</li> <li>Determine intelligent system decision error rates.</li> <li>Determine human decision error rates.</li> <li>Compare depot site PRR/stowage processes and system read/respond influences.</li> <li>Gain an understanding of in place as-is DLA Distribution non-pRFID equipped PRR/stowage processes at DLA Distribution Oklahoma City, Oklahoma, DLA Distribution San Joaquin, California, and DLA Distribution Susquehanna, Pennsylvania.</li> <li>Determine time stamps throughout the receiving and stowage processes including human and intelligent system decision points/processes, bottlenecks, and non-programmed mechanized movement.</li> <li>Determine intelligent system decision error rates.</li> <li>Determine human decision error rates.</li> <li>Establish logical baseline non-PRR receipt/stowage processes.</li> <li>Compare the DLA Distribution San Joaquin, California as-is PRR to the designed PRR to determine similarities and inconsistencies for the following.</li> <li>Physical receiving station location including conveyor layout, bottleneck points, and intelligent system decision points locations/counts.</li> <li>Human process steps.</li> </ul>								

Section	Description
	<ul style="list-style-type: none"> <li>• Type intelligent equipment.</li> <li>• Intelligent equipment logic.</li> <li>• Intelligent equipment station count.</li> <li>• Management</li> <li>• Determine receipt population data.</li> <li>• Determine total number of receipts (new procurement, returns, RDOs) for previous year, most recent six months, and most recent month.</li> <li>• Determine average daily receipts.</li> <li>• Determine total number of receipts with pRFID tags (new procurement, returns, RDOs) for previous year, most recent six months, and most recent month.</li> <li>• Determine total number of receipts with Advanced Shipment Notice (ASN) (new procurement, returns, RDOs) for previous year, most recent six months, and most recent month.</li> <li>• Determine total number of receipts with both pRFID tag and ASN) for previous year, most recent six months, and most recent month.</li> <li>• Determine receiving patterns based on volume, time of day, day of week.</li> <li>• Determine proper distribution of Full Time Equivalent (FTE) employees for both PRR and non-PRR receipt process stations. Compare distribution of employees to needs based on throughput.</li> <li>• Determine receipt and stowage process consistency.</li> <li>• Randomly sample three PRR equipped processing stations and determine inconsistencies and similarities to how assigned receiving and stowage tasks are completed.</li> <li>• Randomly sample three non-PRR equipped processing stations and determine inconsistencies and similarities to how assigned receiving and stowage tasks are completed.</li> <li>• Gain an understanding of how receipts are segregated to each lane by leadership, process requirements, or intelligent system logic.</li> <li>• Gain an understanding of how processed receipts are segregated for stowage by leadership, process requirements, or intelligent system logic.</li> <li>• Define resource requirements and identify resource/schedule drivers.</li> <li>• Coordinate output data and compare information to DLA Distribution and depot standards and objectives, where applicable.</li> </ul>
<b>XVI. Supporting Activities</b>	<ul style="list-style-type: none"> <li>• None</li> </ul>
<b>XVII. Detailed Action Plan</b>	<ul style="list-style-type: none"> <li>• Schedule: October 2012 – February 2013</li> <li>• Milestones and Key Events: <ul style="list-style-type: none"> <li>o Obtain DLA project approval</li> <li>o Obtain DLA Distribution project approval</li> <li>o Create surveys for receipt processing staff</li> <li>o Create surveys for receipt processing leadership</li> <li>o Analyze DLA Distribution site profile documentation</li> </ul> </li> </ul>

Section	Description
	<ul style="list-style-type: none"> <li>o Analyze pre-PRR implementation data</li> <li>o Analyze expected PRR implementation data based on original designed concept</li> <li>o Modeling and Simulation Study</li> <li>o Business Case Analysis</li> <li>o PRR Task Specific Design Document</li> <li>o Analyze in place as-is post implementation data</li> <li>o Develop individual DLA Distribution depot site plans</li> <li>o Interviews</li> <li>o Conduct interviews with DLA Distribution depot site receipt processing staff</li> <li>o Conduct interviews with DLA Distribution depot site receipt processing leadership</li> <li>o Conduct in place as-is PRR/stowage time motion study for each DLA Distribution depot site.</li> <li>o Conduct in place as-is non-PRR/stowage time motion study for each DLA Distribution depot site.</li> <li>o PRR/stowage equipment analysis</li> <li>o PRR/stowage process analysis</li> <li>o Non-PRR/stowage process analysis</li> <li>o Modified BCA including a review and comparisons of in place as-is PRR systems and processes, original designed PRR concept, and alternatives that would be of benefit to the overall PRR capability.</li> </ul>
<b>XVIII. Measures of Success</b>	<ul style="list-style-type: none"> <li>• Receipt time reduction</li> <li>• Receipt accuracy improvement</li> <li>• Material arrival to stow velocity improvement</li> <li>• Validation of business benefit to expand to additional locations and commodity receipting</li> </ul>
<b>XIX. Estimated Implementation Cost</b>	<ul style="list-style-type: none"> <li>• \$14.6M associated with DoD RFID mandate and vendor tagging <ul style="list-style-type: none"> <li>o \$4.8M Hardware; Door Portals</li> <li>o \$1.8M Software &amp; Services</li> <li>o \$8.0M RFID Printers</li> </ul> </li> </ul>
<b>XX. Key External Factors</b>	<ul style="list-style-type: none"> <li>• Process variances (ie. process flow, resources, policies, leadership, etc) throughout 16 depots</li> <li>• Gaps in polices, business processes, and data architecture</li> </ul>

**SCE-6 Active Radio Frequency Identification (aRFID) Port-to-Port Tag Elimination**

Section	Description	
<b>I. General Information</b>	<b>Short Title</b>	Active RFID Port-to-Port Tag Elimination
	<b>Organization</b>	United States Transportation Command (USTRANSCOM)
	<b>Customer</b>	RF-ITV Users/DOD Customers
	<b>Executive Sponsor</b>	USTRANSCOM In-Transit Visibility Integration Division (TCJ4-T)
<b>II. Introduction</b>	<p>TCJ4-T and AMC A4T will conduct a Proof-of-Principle (PoP) to determine the feasibility of eliminating the OSD requirement to write active RFID (aRFID) tags for AMC aerial port-built, palletized sustainment/retrograde cargo that is broken down or terminated at another AMC aerial port.</p> <p><b>Military Operations Phase:</b> Sustainment (S)</p> <p><b>Scenario(s) or Model(s):</b>                      In USPACOM, the 60th Aerial Port Squadron (APS), Travis AFB, CA (SUU) and the AMC en route aerial ports in USPACOM Area of Responsibility (AOR) were selected for the PoP. The PoP is scheduled to occur February 14, 2013 to December 1, 2013. Neither site (origin to destination and return) will write tags for the aggregated shipments going to and from the other site.</p> <p>In USEUCOM, the 305th Aerial Port Squadron (APS), McGuire, NJ (WRI) and 521st Air Mobility Operations Wing (AMOW), and the AMC en route aerial ports in USEUCOM Area of Responsibility (AOR) were selected for the PoP. The PoP is scheduled to run from July 22 to August 4, 2013. Neither site (origin to destination and return) will write tags for the aggregated shipments going to and from the other site.</p> <p>This PoP includes cargo en route to Defense Distribution Depot Europe (DDDE) at Germersheim, Germany.</p>	

Section	Description
	<p><b>Process Areas and Subprocess Areas if applicable:</b>  SUU will not write aRFID tags for palletized sustainment/retrograde cargo that will be broken down at AMC en route aerial ports. The same process will apply to the aggregated shipments sent from the en route aerial ports to SUU.</p> <p>The 305th APS, Naval Air Station Norfolk, VA and some of the 521 AMOW APOEs will neither burn nor attach aRFID tags to any pallets that will terminate at another APOD in the USEUCOM AOR or CONUS aerial ports. All USCENTCOM channel lanes are exempt from this PoP and will continue to apply aRFID tags to cargo.</p> <p>Ramstein aerial port will annotate "POP" next to the pallet ID on the surface manifest for all WRI built pallets sent to DDDE; there is no marking requirement for loose cargo.</p> <p>Validation: TCJ4-T and AMC A4T will use IGC<sup>1</sup> and GATES<sup>2</sup> to determine the PoP results.</p>
<b>III. Supporting References</b>	a. aRFID management responsibilities and aRFID general business rules addressed in “Packaging and Handling” section of the Defense Transportation Regulation (DTR), 4500.9-R, Part II, Chapter 208. b. June 2008 AMC Active Radio Frequency Identification (aRFID) Technology Policy. c. July 30, 2004 USD (AT&L) Radio Frequency Identification (RFID) memo.
<b>IV. Issue Statement</b>	Active RFID tags on “port-to-port” pallets provide little to no ITV value to the customer. ITV data resident in GATES populates IGC, making the ITV data available to the customer; nevertheless, on these pallets the aRFID tag provides no valuable data to the customer or aerial port.
<b>V. Overall Objective(s)</b>	<b>Objective:</b> The expected results of the PoP are to show monetary savings through the reduction of man-hours and a significant reduction in AMC’s procurement of aRFID tags.
<b>VI. Supporting Activities</b>	<ul style="list-style-type: none"> <li>• Collaborate with AMC A4TC, AMC A4TI, TCJ6-SC, and TCJ4-L</li> <li>• Coordinate with AMC/A4TC and TCJ6 on GATES/IGC data analysis for all aerial ports</li> <li>• AMC A4TC coordinating with participating aerial ports</li> <li>• Notifying PACOM and AMC en route aerial ports of plans for PoP</li> </ul>

<sup>1</sup> Integrated Data Environment (IDE)/Global Transportation Network (GTN) Convergence

<sup>2</sup> Global Air Transportation Execution System

Section	Description																																								
	<ul style="list-style-type: none"> <li>• Collaborate with AMC A4TC, AMC A4TI, TCJ6-SC, DDDE, DLA, USEUCOM, and TCJ4-L</li> <li>• Coordinate with AMC A4TC and TCJ6-SC on GATES/IGC data analysis for all aerial ports</li> <li>• AMC A4TC coordinating with participating aerial ports</li> <li>• Notifying USEUCOM, DLA, DDDE, USEUCOM, and AMC en route aerial ports of plans for PoP</li> </ul>																																								
<b>VII. Detailed Action Plan</b>	<table border="1" data-bbox="583 464 1465 1243"> <thead> <tr> <th data-bbox="592 464 810 496">Key Milestones</th> <th data-bbox="810 464 1003 496">Target Dates</th> <th data-bbox="1003 464 1108 496">OPR</th> <th data-bbox="1108 464 1457 496">Support</th> </tr> </thead> <tbody> <tr> <td data-bbox="592 496 810 561">O-6/GS-15 IPR</td> <td data-bbox="810 496 1003 561">Dec 17, 2012</td> <td data-bbox="1003 496 1108 561">TCJ4-T</td> <td data-bbox="1108 496 1457 561">TCJ6-SC; TCJ4-L; AMC A4TC; AMC A4TI</td> </tr> <tr> <td data-bbox="592 561 810 626">TCJ5/4-D IPR</td> <td data-bbox="810 561 1003 626">Jan 23, 2013</td> <td data-bbox="1003 561 1108 626">TCJ4-T</td> <td data-bbox="1108 561 1457 626">TCJ6-SC; TCJ4-L; AMC A4TC; AMC A4TI</td> </tr> <tr> <td data-bbox="592 626 810 691">USPACOM PoP execution</td> <td data-bbox="810 626 1003 691">Feb 14, 2013-ongoing</td> <td data-bbox="1003 626 1108 691">AMC A4TC</td> <td data-bbox="1108 626 1457 691">TCJ4-T; TCJ6-SC</td> </tr> <tr> <td data-bbox="592 691 810 781">DTR verbiage change submitted for O-6 Review</td> <td data-bbox="810 691 1003 781">Oct 1, 2013</td> <td data-bbox="1003 691 1108 781">TCJ4-T</td> <td data-bbox="1108 691 1457 781">TCJ4-L</td> </tr> <tr> <td data-bbox="592 781 810 846">DTR verbiage change final</td> <td data-bbox="810 781 1003 846">Oct/Nov 2013</td> <td data-bbox="1003 781 1108 846">TCJ4-T</td> <td data-bbox="1108 781 1457 846">TCJ4-L</td> </tr> <tr> <td data-bbox="592 846 810 911">USPACOM Out-brief</td> <td data-bbox="810 846 1003 911">Dec 2013</td> <td data-bbox="1003 846 1108 911">TCJ4-T</td> <td data-bbox="1108 846 1457 911">TCJ6-SC; TCJ4-L; AMC A4TC; AMC A4TI</td> </tr> <tr> <td data-bbox="592 911 810 1089">USEUCOM PoP execution</td> <td data-bbox="810 911 1003 1089">Jul 22- Aug 4, 20 13 (DDDE only) 22 Jul – ongoing (port-to-port)</td> <td data-bbox="1003 911 1108 1089">AMC A4TC</td> <td data-bbox="1108 911 1457 1089">TCJ4-T; TCJ6-SC; DDDE; USEUCOM</td> </tr> <tr> <td data-bbox="592 1089 810 1154">Out-brief</td> <td data-bbox="810 1089 1003 1154">Dec 2013</td> <td data-bbox="1003 1089 1108 1154">TCJ4-T</td> <td data-bbox="1108 1089 1457 1154">TCJ6-SC; TCJ4-L; AMC A4TC; AMC A4TI</td> </tr> <tr> <td data-bbox="592 1154 810 1243">Submit exemption memo to OSD</td> <td data-bbox="810 1154 1003 1243">Dec 2013</td> <td data-bbox="1003 1154 1108 1243">TCJ4-T</td> <td data-bbox="1108 1154 1457 1243">TCJ4-L; AMC A4TC; AMC A4TI</td> </tr> </tbody> </table>	Key Milestones	Target Dates	OPR	Support	O-6/GS-15 IPR	Dec 17, 2012	TCJ4-T	TCJ6-SC; TCJ4-L; AMC A4TC; AMC A4TI	TCJ5/4-D IPR	Jan 23, 2013	TCJ4-T	TCJ6-SC; TCJ4-L; AMC A4TC; AMC A4TI	USPACOM PoP execution	Feb 14, 2013-ongoing	AMC A4TC	TCJ4-T; TCJ6-SC	DTR verbiage change submitted for O-6 Review	Oct 1, 2013	TCJ4-T	TCJ4-L	DTR verbiage change final	Oct/Nov 2013	TCJ4-T	TCJ4-L	USPACOM Out-brief	Dec 2013	TCJ4-T	TCJ6-SC; TCJ4-L; AMC A4TC; AMC A4TI	USEUCOM PoP execution	Jul 22- Aug 4, 20 13 (DDDE only) 22 Jul – ongoing (port-to-port)	AMC A4TC	TCJ4-T; TCJ6-SC; DDDE; USEUCOM	Out-brief	Dec 2013	TCJ4-T	TCJ6-SC; TCJ4-L; AMC A4TC; AMC A4TI	Submit exemption memo to OSD	Dec 2013	TCJ4-T	TCJ4-L; AMC A4TC; AMC A4TI
Key Milestones	Target Dates	OPR	Support																																						
O-6/GS-15 IPR	Dec 17, 2012	TCJ4-T	TCJ6-SC; TCJ4-L; AMC A4TC; AMC A4TI																																						
TCJ5/4-D IPR	Jan 23, 2013	TCJ4-T	TCJ6-SC; TCJ4-L; AMC A4TC; AMC A4TI																																						
USPACOM PoP execution	Feb 14, 2013-ongoing	AMC A4TC	TCJ4-T; TCJ6-SC																																						
DTR verbiage change submitted for O-6 Review	Oct 1, 2013	TCJ4-T	TCJ4-L																																						
DTR verbiage change final	Oct/Nov 2013	TCJ4-T	TCJ4-L																																						
USPACOM Out-brief	Dec 2013	TCJ4-T	TCJ6-SC; TCJ4-L; AMC A4TC; AMC A4TI																																						
USEUCOM PoP execution	Jul 22- Aug 4, 20 13 (DDDE only) 22 Jul – ongoing (port-to-port)	AMC A4TC	TCJ4-T; TCJ6-SC; DDDE; USEUCOM																																						
Out-brief	Dec 2013	TCJ4-T	TCJ6-SC; TCJ4-L; AMC A4TC; AMC A4TI																																						
Submit exemption memo to OSD	Dec 2013	TCJ4-T	TCJ4-L; AMC A4TC; AMC A4TI																																						
<b>VIII. Measures of Success</b>	<ul style="list-style-type: none"> <li>• Expected outcome: Same level of ITV available without applying aRFID tag <ul style="list-style-type: none"> <li>○ KPI: Data analysis from GATES and IGC will show whether palletized cargo left untagged was still recorded and visible</li> </ul> </li> </ul>																																								

Section	Description
<b>IX. Estimated Implementation Cost</b>	<p>\$0</p> <p>This effort was produced through normal staff work with no additional funds required. Depending on the type of tag considered for removal, a ROM estimate of annual savings just for the PACOM ports in the PoP is \$226K for license plate tags and \$404K for data-rich tags.</p>
<b>X. Key External Factors</b>	<p>Currently, the Port-to-Port PoP is internal to PACOM and its AMC en routes; there are currently no external factors that could significantly affect the achievement of the SEP objectives. While socializing the CONOPS to USCENTCOM and DLA factors identified from USCENTCOM was whether current USCENTCOM policy (all cargo transiting from OCONUS to CONUS) would change.</p> <p>The USCENTCOM currently policy, <i>700-4 Logistics Automatic Identification and Technology and In-Transit Visibility</i>, will remain in effect and will be adhered to; therefore, there will be no change in implementation for the Port-to-Port Pop.</p> <p>During conversations with DLA, DLA was wondering whether the tags applied to cargo prior to arriving at the aerial port would be removed. Tags applied prior to arriving at the aerial port will not be removed; this also includes unit move cargo, ALOCs, etc. Therefore, there is no affect on implementation for the Port-to-Port PoP.</p> <p>In order to encourage good affects from the Port-to-Port Pop, USCENTCOM, USEUCOM, USPACOM, DLA, AMC, and USTRANSCOM are working together to mitigate any future issues that may occur. The CONOPS is a living document that is being socialized to every entity involved. If there is a change that needs to occur, the document is changed and updated, then forwarded. Next, AMC alerts the aerial ports to ensure each is aware of the changes. If the aerial ports have any concerns, the same process follows.</p>

***SCE-7 DOD Automatic Identification Technology (AIT) Concept of Operations (CONOPS) for Supply and Distribution Operations Review***

Section	Description	
<b>XI. General Information</b>	<b>Short Title</b>	DOD AIT CONOPS
	<b>Organization</b>	United States Transportation Command (USTRANSCOM)
	<b>Customer</b>	DOD AIT Community of Interest
	<b>Executive Sponsor</b>	USTRANSCOM In-Transit Visibility Integration Division (TCJ5/4-T)
<b>XII. Introduction</b>	<p>The DOD AIT Community of Interest is conducting a review of the DOD AIT CONOPS, published in June 2007. The AIT CONOPS was created to specifically address how AIT should be used, the types of AIT media to be applied at the DOD supply chain and movement nodes, and key AIT attributes. It evaluates each process segment within the end-to-end deployment/redeployment and distribution process and designates a common set of AIT media to drive interoperability and integration across the supply chain. The CONOPS reinforces a technology standards-based approach at every node within the supply chain where asset or supply chain event data are captured and shared at the enterprise level to provide improved asset visibility and in-transit visibility (ITV).</p> <p><b>Military Operations Phase:</b> Deployment (D), Sustainment (S), and Redeployment (R)</p> <p><b>Scenario:</b> Employment of AIT media in worldwide operations</p> <p><b>Process Areas and Sub-process Areas:</b> The CONOPS describes each process segment within the end-to-end deployment/redeployment and distribution process and suggests a common set of AIT media to drive interoperability and integration across the supply chain</p> <p><b>Validation:</b> Recommendations by DOD AIT Working Group for review/coordination.</p>	
<b>XIII. Supporting References</b>	<ul style="list-style-type: none"> <li>• USD (AT&amp;L) Radio Frequency Identification (RFID) Memorandum 30 July 2004</li> <li>• <i>DOD Automatic Identification Technology (AIT) Concept of Operations (CONOPS) for Supply</i></li> </ul>	

Section	Description																				
	<p><i>and Distribution Operations June 2007</i></p> <ul style="list-style-type: none"> <li><i>Strategy for Improving DoD Asset Visibility Oct 2013</i></li> </ul>																				
<b>XIV. Issue Statement</b>	The DASD (SCI)-led DOD AIT Working Group/Community of Interest requested a review of the DOD AIT CONOPS. It is recognized as a foundation document of DOD AIT and ITV strategy. It is referenced in the <i>Strategy for Improving DoD Asset Visibility</i> October 2013																				
<b>XV. Overall Objective</b>	<b>Objective:</b> Update the CONOPS as required																				
<b>XVI. Supporting Activities</b>	DOD AIT Community of Interest																				
<b>XVII. Detailed Action Plan</b>	<table border="1"> <thead> <tr> <th data-bbox="583 613 869 686"><u>Key Milestones</u></th> <th data-bbox="869 613 1037 686"><u>Target Dates</u></th> <th data-bbox="1037 613 1184 686"><u>OPR</u></th> <th data-bbox="1184 613 1430 686"><u>Support</u></th> </tr> </thead> <tbody> <tr> <td data-bbox="583 686 869 776">Input/comments from AIT Community of Interest</td> <td data-bbox="869 686 1037 776">Continuous</td> <td data-bbox="1037 686 1184 776">TCJ4-T</td> <td data-bbox="1184 686 1430 776">DOD AIT Community of Interest</td> </tr> <tr> <td data-bbox="583 776 869 865">Document coordination in TCJ4-T</td> <td data-bbox="869 776 1037 865">October 2013</td> <td data-bbox="1037 776 1184 865">TCJ4-T</td> <td data-bbox="1184 776 1430 865">DOD AIT Community of Interest</td> </tr> <tr> <td data-bbox="583 865 869 995">Document coordination/approval for AV/AIT/ITV Stakeholders</td> <td data-bbox="869 865 1037 995">November 2013</td> <td data-bbox="1037 865 1184 995">TCJ4-T</td> <td data-bbox="1184 865 1430 995">DOD AIT Community of Interest</td> </tr> <tr> <td data-bbox="583 995 869 1117">Recommendations to leadership</td> <td data-bbox="869 995 1037 1117">December 2013</td> <td data-bbox="1037 995 1184 1117">TCJ4-T</td> <td data-bbox="1184 995 1430 1117">DOD AIT Community of Interest</td> </tr> </tbody> </table>	<u>Key Milestones</u>	<u>Target Dates</u>	<u>OPR</u>	<u>Support</u>	Input/comments from AIT Community of Interest	Continuous	TCJ4-T	DOD AIT Community of Interest	Document coordination in TCJ4-T	October 2013	TCJ4-T	DOD AIT Community of Interest	Document coordination/approval for AV/AIT/ITV Stakeholders	November 2013	TCJ4-T	DOD AIT Community of Interest	Recommendations to leadership	December 2013	TCJ4-T	DOD AIT Community of Interest
<u>Key Milestones</u>	<u>Target Dates</u>	<u>OPR</u>	<u>Support</u>																		
Input/comments from AIT Community of Interest	Continuous	TCJ4-T	DOD AIT Community of Interest																		
Document coordination in TCJ4-T	October 2013	TCJ4-T	DOD AIT Community of Interest																		
Document coordination/approval for AV/AIT/ITV Stakeholders	November 2013	TCJ4-T	DOD AIT Community of Interest																		
Recommendations to leadership	December 2013	TCJ4-T	DOD AIT Community of Interest																		
<b>XVIII. Measures of Success</b>	Expected outcome: DOD AIT Community of Interest agreement of recommendations for coordinated update of CONOPS																				
<b>XIX. Estimated Implementation Cost</b>	<p>\$0</p> <p>This effort was produced through normal staff work with no additional funds required.</p>																				

Section	Description
<b>XX. Key External Factors</b>	Good working relationship with DOD AIT Community of Interest members

## Data Capture and Collection (DCC)

### DCC-1 Next Generation Wireless Communication (NGWC) – (Project Discontinued)

Section	Description	
<b>I. General Information</b>	<b>Short Title</b>	Next Generation Wireless Communications (NGWC)
	<b>Organization</b>	USTRANSCOM In-Transit Visibility Integration Division (TCJ5/4-T)
	<b>Customer</b>	AMC <sup>1</sup> (Army), USFOR-A <sup>2</sup>
	<b>Executive Sponsor</b>	Oversight Executive: OSD Rapid Fielding Directorate Operational Manager: USTRANSCOM TCJ5/4 Technical Manager: U.S. Army Logistics Innovation Agency
<b>II. Introduction</b>	<p>Mesh Networking is a wireless networking protocol in which mesh points form a communications network among themselves, collecting and routing data to various NIPR<sup>3</sup>-based automated information systems (AIS) to improve logistics business processes.</p> <p>NGWC has been HERO<sup>4</sup>, HERF<sup>5</sup>, and HERP<sup>6</sup> tested by the Naval Surface Warfare Center’s Dahlgren Laboratory. They determined that a zero standoff for HERO is unsafe, but a very low aggregate RF<sup>7</sup> power (600 nodes/1 container) is HERO safe. There were no HERF or HERP concerns.</p> <p>The Army Mobility Asset Tracking System (AMATS) is an early prototype version of NGWC. AMATS was provided to the Army Sustainment Command (ASC) as a "use case" in response to a HQDA<sup>8</sup> operational need statement. AMATS proved to be successful, starting in January 2011,</p>	

<sup>1</sup> Army Materiel Command

<sup>2</sup> United States Forces - Afghanistan

<sup>3</sup> Nonsecure Internet Protocol Router

<sup>4</sup> Hazards of Electromagnetic Radiation to Ordnance

<sup>5</sup> Hazards of Electromagnetic Radiation to Fuel

<sup>6</sup> Hazards of Electromagnetic Radiation to Personnel

<sup>7</sup> Radio Frequency

<sup>8</sup> Headquarters Department of the Army

Section	Description
	<p>supporting the Operation New Dawn Responsible Reset Task Force (R2TF) mission with 10,000 tags in four locations in Kuwait. USCENTCOM<sup>9</sup>, HQDA G4<sup>10</sup>, and USFOR-A intend to deploy AMATS for the Afghanistan retrograde effort. AMC recommends using NGWC to bring the AMATS to record as an accredited Army system program of record (POR).</p> <p>NGWC is an FY 2012 Joint Capability Technology Demonstration (JCTD). Completion of the NGWC development under a JCTD will incorporate current and future AMATS capabilities across the enterprise for a wide range of sensors as well as the Global Positioning System (GPS).</p>
<p><b>III. Supporting References</b></p>	<p>USD(AT&amp;L) Memorandum, “Lead Proponent for RFID and Related AIT Implementation for the DOD Supply Chain,” September 26, 2006.  Secretary of Defense Memorandum, “Designation of USTRANSCOM as Lead Proponent for ITV,” August 17, 2011.  DoDD 5158.04, “United States Transportation Command (USTRANSCOM).”  DoDI 5158.06, “Distribution Process Owner (DPO).”  “DoD Automatic Identification Technology Concept of Operations for Supply and Distribution Operations,” June 11, 2007</p>
<p><b>IV. Issue Statement</b></p>	<p>Army units continue to rotate in support of Operation Enduring Freedom (OEF) and other military operations and exercises. Mission planning and operations execution are at risk because of intermittent visibility of material and equipment in the logistics areas. Visibility of military supplies and equipment while in transit is critical for effective management of limited resources.</p>
<p><b>V. Overall Objective(s)</b></p>	<p>NGWC mesh provides continuous visibility with less work and lower cost than other tagging technologies. The same mesh network will support in-transit visibility (ITV) and collection of sensor data from tags monitoring equipment condition.</p>
<p><b>VI. Supporting Activities</b></p>	<p><b><u>Year 1:</u></b> Technical and operational demonstrations to test, demonstrate and deliver a ready-to-use system, interoperable with active Radio Frequency Identification (RFID):</p> <ul style="list-style-type: none"> <li>• Track both NGWC mesh tags and RFID tags, compare asset tracking and ITV</li> </ul>

<sup>9</sup> United States Central Command

<sup>10</sup> Headquarters Department of the Army, Deputy Chief of Staff for Logistics

Section	Description
	<ul style="list-style-type: none"> <li>• Write NGWC mesh tags over the mesh – no need to “burn” tags</li> <li>• Certify encryption of data at rest and in motion</li> <li>• Demonstrate application in tracking Item Unique Identification</li> <li>• Demonstrate and deliver a container mesh tag with intrusion detection</li> </ul> <p><b><u>Year 2:</u></b> Technical and operational demonstrations to test, demonstrate and deliver interface to Common Logistics Operating Environment (CLOE) and Condition Based Maintenance Plus (CBM+) sensors and devices</p> <ul style="list-style-type: none"> <li>• Route sensor data from the field to logistics systems</li> <li>• Develop applications with systems (e.g., CLOE, USMC autonomic logistics, CBM+, Standard Army Maintenance System-Enhanced, and Ground Combat Support Systems-Army) so the mesh-collected sensor data can be analyzed and acted on by any user</li> <li>• Demonstrate NGWC concurrently collecting asset sensor data and ITV data</li> <li>• Joint Operational Utility Assessment</li> </ul> <p><b>Transition:</b> NGWC protocol and software, and DoD-compliant architecture will transition to and be sustained by Army Program Executive Office Electronic Information Services. Extended use of interim capability by Services and Combatant Commands.</p>

Section	Description								
<b>VII. Detailed Action Plan</b>		Year 1		Year 2				COST (\$K)	
	Major Tasks	2Q	3Q	4Q	1Q	2Q	3Q	4Q	
	Operational/Process Improvement Analysis	■	■						500
	Develop CONOPS/TTP and finalize	■	■		■	■			670
	Device and Software Design	■							500
	Build and Test Software/Hardware Components	■	■	■	■	■			4970
	Systems Integration	■	■	■	■	■	■		2280
	Technical Demonstration	■		■		■			1000
	Operator Training		■		■		■		240
	Operational Demonstration and Assessments			■		■		■	1180
	Operational Utility Assessment Reports				■		■	■	578
	Transition – includes CDD <sup>11</sup> by 1QTR Year 2		■	■	■			■	690

<sup>11</sup> Capabilities Development Document

Section	Description	
	<b>Program Total</b>	<b>12608</b>
<b>VIII. Measures of Success</b>	See Attachment A	
<b>IX. Estimated Implementation Cost</b>	<p>\$6.346M</p> <p>NOTE: <u>This is R&amp;D money</u> spent through a JCTD effort over FY13-14. For a breakout of total program costs and contributors over FY12-14, see Attachment B. NGWC mesh provides continuous visibility with less work and possible lower cost than other tagging technologies.</p>	
<b>X. Key External Factors</b>	<p>Sequestration: (1) Possible Civilian furloughs - TRANSCOM Action Officers assigned to support the NGWC JCTD; 20% reduction in available man hours. Possible 20% reduction of Critical Non-Cash Resource (CNCR) to the NGWC JCTD; provided by PEO EIS, CASCOM, and LIA. (2) Loss of Operational Demonstration Venue - The NGWC JCTD currently plans to use Network Integration Evaluation (NIE) to demonstrate Phase II Objective of the NGWC JCTD; Sense &amp; Respond Logistics Capability. TRADOC Commanders Statement of risk Pending sequestration states that the NIE's schedule to be executed during the NGWC JCTD time window will not be executed. Other major training events and exercises that could serve as a venue for an NGWC JCTD Operational Demonstration may also be canceled or delayed (e.g., Talisman Saber).</p>	

**DCC-2 Active Radio Frequency Identification (RFID) Migration**

<b>Section</b>		<b>Description</b>	
<b>I. General Information</b>	<b>Short Title</b>	<b>Active RFID Migration</b>	
	<b>Organization</b>	<b>USTRANSCOM</b>	
	<b>Customer</b>	<b>DoD Active RFID Enterprise</b>	
	<b>Executive Sponsor</b>	<b>USTRANSCOM TCJ4-T</b>	
<b>II. Introduction</b>	<p>DoD adopted the use of data rich active RFID technology in order to improve nodal tracking of consolidated international shipments and to provide inside the box (content level detail) visibility. The initial implementation of active RFID technology was based on a proprietary air communication standard protocol (ANSI/INCITS 256) that did not encourage competition. The air communication standard defines how interrogators (readers) communicate with RFID tags. Additionally, the ANSI/INCITS 256 standard limited the quantity of unique identification numbers associated with RFID tags. Driven by the need to create a multivendor competitive environment that was not constrained by unique tag identification numbers, it was necessary for DoD to migrate to a new open international standard. The protocol standard selected and approved by the DoD in 2007 was ISO 18000-7. Migration to this new standard enabled DoD to create a competitive multivendor environment while encouraging market driven innovation for new and improved functionality.</p> <p>The Active RFID Migration initiative impacts deployment, redeployment/retrograde, and sustainment military operations.</p> <p><b>Scenario(s):</b></p> <p><b>Deployment:</b> Use active RFID tags on all major organizational equipment (and layer 4 consolidated cargo) shipped from CONUS to OCONUS locations or on like shipments between Combatant Commands.</p> <p><b>Re-Deployment:</b> Use active RFID tags on all major organizational equipment (and layer 4 consolidated cargo) shipped from OCONUS to CONUS locations or on like</p>		

Section	Description	
	<p>shipments between Combatant Commands.</p> <p><b>Sustainment:</b> Use active RFID tags on all layer 4 consolidated shipments (e.g., 463L air pallets and sea containers) of DoD owned cargo shipped from CONUS to OCONUS, OCONUS to CONUS or on layer 4 consolidated shipments between Combatant Commands</p> <p><b>Retrograde:</b> Use active RFID tags on all layer 4 consolidated shipments (e.g., 463L air pallets and sea containers) of DoD owned cargo and major organizational equipment shipped from OCONUS to CONUS or on like shipments between Combatant Commands.</p>	
<p><b>III. Supporting References</b></p>	<ul style="list-style-type: none"> <li>• Under Secretary of Defense Acquisition, Technology, and Logistics Memorandum, Radio Frequency Identification (RFID) Policy, July 30, 2004</li> <li>• Supply Chain Capabilities Group (SCCG) initial approval of the migration strategy, May 2007</li> <li>• SCCG validated earlier approval of migration strategy, Dec 2007</li> <li>• DoD AIT Summit reaffirmed migration strategy, Oct 2009</li> <li>• USTRANSCOM J5/4 Memo, Subject: Active Radio Frequency Identification Migration, May 25, 2012</li> <li>• DTR 4500.9</li> </ul>	
<p><b>IV. Issue Statement</b></p>	<p>The Active RFID Migration initiative will eliminate the risk of reduced ITV caused by either a shortage of tags or the introduction of tags with duplicate identification numbers. Both of these conditions are unacceptable and would result in degraded ITV and loss of confidence in the supply chain for shipments associated with unit deployment, redeployment, retrograde, and sustainment operations. Additionally, because of the competitive environment created by using the open international communication standard, active RFID products are significantly lower priced and functional improvements related to better technology are being realized.</p>	
<p><b>V. Overall Objective(s)</b></p>	<p>The objective of the Active RFID Migration strategy is to move from an active RFID proprietary communication standard (ANSI/INCITS 256), which inherently</p>	

Section	Description
	<p>limits vendor competition, to a highly competitive multi-vendor environment (ISO 18000-7) that also provides for virtually unlimited active RFID unique tag identification numbers. This migration effort must be transparent to the warfighter and executed without any negative impact to in-transit visibility of shipments.</p>
<p><b>VI. Supporting Activities</b></p>	<p>In 2004 critical limitations connected with the active RFID air communication standard were identified that could ultimately lead to failure of the RFID enterprise unless changes were made. Stakeholders were briefed that the current air protocol standard (ANSI/INCITS 256) was keeping prices artificially inflated because the intellectual property associated with the standard was owned by a single vendor. It was also highlighted that there was a finite number of unique tag identification numbers that could be manufactured under the existing communication standard.</p> <p>The DoD Logistics AIT office and the Product Manager, Joint Automatic Identification Technology (PM J-AIT)<sup>1</sup> office joined forces to better define the problem and develop a strategy to address the problem. The strategy resulted in a phased implementation plan that was completed in late 2005 and the DoD Logistics AIT office along with PM J-AIT commenced socializing the plan with all of the DoD RFID stakeholders. By the end of 2006, all parties had been visited and received a detailed briefing that explained the approach.</p> <p>The plan took a three phased approach:</p> <p>The phased migration strategy was briefed to the Supply Chain Capability Group (SCCG) in May 2007 and again in Dec 2007 by members of the DoD Logistics AIT Office. The migration strategy with the phased implementation plan gained unanimous approval from the DoD Components and Staff on both occasions. Execution of the phase migration plan began immediately.</p> <p>Phase 1 included necessary actions to upgrade the entire fixed and mobile read infrastructure to dual mode (able to read both ANSI/INCITS 256 and ISO 18000-7</p>

<sup>1</sup> PM J-AIT became Product Director Automated Movement and Identification Solutions (PD AMIS) on 14 Sep 2012.

Section	Description
	<p>standards). As the principal owner of fixed readers, PM J-AIT was the lead for this phase. USAF and USMC had a small number of readers and they were responsible for modifying their equipment. This action was scheduled for completion by 1QFY2009 as the new PM J-AIT RFID III contract only had ISO 18000-7 products and it was scheduled to be in place by that timeframe. It was also recognized that since the consumption of ANSI/INCITS 256 tags was extremely high, the DoD was in danger of exhausting the unique identification numbers permitted under the ANSI/INCITS 256 standard.</p> <p>Phase 2 required all automated information systems (AIS) that write active RFID tags to be upgraded to dual mode capability. There were a total of sixteen systems<sup>2</sup> that needed modification. The 1QFY2010 date for upgrade was driven by the date that the ANSI/INCITS 256 tag supply was estimated to be exhausted. Over time it became clear that the consumption of ANSI/INCITS 256 tags was lower than originally estimated so the write systems' suspense for modification was changed to 4QFY10. Also during phase 2, DLA began using ISO 18000-7 tags. In the latter stages of Phase 2, organizations could upgrade ANSI/INCITS 256 tags to ISO 18000-7, if they decided there was a valid business case. Finally, all non-upgraded ANSI/INCITS 256 tags would have to be removed from use prior to 1 Jan 2014.</p> <p>Phase 3, the final phase, commences 2QFY2014 when the enterprise will begin operating in ISO 18000-7 mode only. This means that no ANSI/INCITS 256 protocol tags are permitted in the enterprise. By that date, PD AMIS will have the new RFID IV contract in place. As with RFID III, this contract will only have ISO 18000-7 products. After Jan 1, 2014, fixed and mobile readers may be replaced with RFID IV (ISO 18000-7) products that only read ISO tags. PD AMIS will maintain enough dual-mode interrogators in their inventory to accommodate the Maritime Prepositioning Force ships that will still have cargo tagged with ANSI/INCITS 256 tags through 2015.</p>

<sup>2</sup> DSS, GATES, WPS/PDK, CMOS (USAF Inst, USAF Ammo CAS, USA TMO, USN Inst, USMC Trans), SARSS, TC-AIMS II (AMC TMO, USN Unit), SAAS-MOD (USA Ammo Depot, USA Ammo Afloat), AMS TAC, MDSS II (USMC Unit, USMC Prepo Afloat), MTS

Section	Description			
<b>VII. Detailed Action Plan</b>	<b>Program of Actions and Milestones</b>			
	<i>Key Milestones</i>	<i>Target Dates</i>	<i>OPR</i>	<i>Support</i>
	Define the problem	1QFY2004	DoD Log AIT Office	PM J-AIT
	Develop phased implementation plan	4QFY2005	DoD Log AIT Office	PM J-AIT
	Socialize with RFID stakeholders	4QFY2006	DoD Log AIT Office	PM J-AIT
	DoD approve plan	3QFY2007	DASD(SCI)	PM J-AIT and DoD Log AIT
	DoD approve revised plan	1QFY2008	DASD(SCI)	PM J-AIT and DoD Log AIT
	Convert fixed read infrastructure (dual mode)	1QFY2009	PM J-AIT & Services	USTRANSCOM TCJ5/4-T
	Convert mobile read infrastructure (dual mode)	4QFY2010	PM J-AIT & Services	USTRANSCOM TCJ5/4-T
	Upgrade write AIS to dual mode	4QFY2010	PM J-AIT, DLA, USTRANSCOM & Services	USTRANSCOM TCJ5/4-T
Begin introduction of ISO RFID tags	4QFY2010	DLA, etc	USTRANSCOM TCJ5/4-T	

Section	Description				
	Complete retirement of ANSI tags (except for tags already in use on cargo aboard Maritime Prepositioning Force ships)	2QFY2014	PD AMIS, DLA, USTRANSCOM & Services	USTRANSCOM TCJ4-T	
	Operate RFID Enterprise in ISO 18000-7 only mode	2QFY2014	PD AMIS, DLA, USTRANSCOM & Services	USTRANSCOM TCJ4-T	
	Complete Retirement of ANSI/INCITS 256 tags already in use on cargo aboard Maritime Prepositioning Force ships	2QFY2016	PD AMIS, DLA, USTRANSCOM & Services	USTRANSCOM TCJ4-T	
<b>VIII. Measures of Success</b>	<ul style="list-style-type: none"> <li>• Expected outcome: Award RFID III multivendor contract 1QFY2009 <ul style="list-style-type: none"> <li>○ KPI: Monitor number of vendors selected on the RFID III contract and RFID tag price ceiling. PM J-AIT report status to Active RFID Migration Workgroup periodically. The Active RFID Migration Workgroup report progress to USTRANSCOM and DASD(SCI).</li> </ul> </li>   <li>• Expected outcome: Complete fixed read infrastructure upgrades to dual mode capability by 1QFY2009 <ul style="list-style-type: none"> <li>○ KPI: Schedule compliance checks (quarterly) with PM J-AIT and Services beginning 1QFY2008 and continue until completed. All stakeholders report status to Active RFID Migration Workgroup periodically. The Active RFID Migration Workgroup report progress to USTRANSCOM and DASD(SCI).</li> </ul> </li> </ul>				

Section	Description	
	<ul style="list-style-type: none"> <li>• Expected outcome: Complete mobile read infrastructure upgrades to dual mode capability by 4QFY2010 <ul style="list-style-type: none"> <li>○ KPI: Ensure sufficient numbers of mobile readers are converted to dual mode capability to adequately cover contingencies by 4QFY2010. All stakeholders report status to Active RFID Migration Workgroup periodically. The Active RFID Migration Workgroup report progress to USTRANSCOM and DASD(SCI).</li> </ul> </li>   <li>• Expected outcome: Complete write AIS upgrades to dual mode capability by 4QFY2010 <ul style="list-style-type: none"> <li>○ KPI: All write AIS are capable of writing to either ANSI/INCITS 256 or ISO 18000-7 formatted tags before the stockage of ANSI tags are exhausted. All stakeholders to report systems status to Active RFID Migration Workgroup. The Active RFID Migration Workgroup report progress to USTRANSCOM and DASD(SCI).</li> </ul> </li>   <li>• Expected Outcome: Remove ANSI/INCITS 256 formatted tags from use by 2QFY2014 <ul style="list-style-type: none"> <li>○ KPI: Stakeholders report completion to the Active RFID Migration Workgroup.</li> <li>○ KPI: PD AMIS monitor RF-ITV Server data base for compliance and report any violations to the Active RFID Migration Workgroup for resolution.</li> <li>○ KPI: Ultimately, the RFID Enterprise should have zero ANSI formatted tags in use, thus negating the potential for missed reads.</li> </ul> </li>   <li>• Expected Outcome: Beginning 2QFY2014, the entire active RFID enterprise (with the exception of tags already in use aboard Maritime Prepositioning Force ships) will operate using ISO 18000-7 standard products. <ul style="list-style-type: none"> <li>○ KPI: One hundred percent (100%) read rate of all active tags in the</li> </ul> </li> </ul>	

Section	Description	
	<p>active RFID Enterprise as measured in the RF-ITV Server database.</p> <ul style="list-style-type: none"> <li>○ KPI: Stakeholders realize a continual reduction in cost of active RFID technology products.</li> </ul>	
<p><b>IX. Estimated Implementation Cost</b></p>	<ul style="list-style-type: none"> <li>• \$5.46M – mostly to purchase ISO 18000-7 tags. Traditionally the Services, USTRANSCOM, and, DLA purchase hundreds of thousands of tags annually to replace lost and damaged tags (400,000 during the height of OIF). Purchasing ISO tags at ~\$25 per tag (most recent contract award) rather than ANSI tags at over \$75 per tag actually results in a two-thirds reduction in replacement tag cost (at the height of OIF, this would have equaled a savings of over \$20M annually).</li> </ul>	
<p><b>X. Key External Factors</b></p>	<ul style="list-style-type: none"> <li>• Resources necessary to purchase required ISO 18000-7 tags and to maintain fixed and mobile infrastructure</li> <li>• Sufficient number of commercial vendors on next RFID contract to provide ISO 18000-7 products at competitive prices</li> </ul>	

***DCC-3 Implement Transportation Tracking Number (TTN) per Joint Requirements Oversight Council Memorandum (JROCM) 034-09***

Section	Description	
<b>I. General Information</b>	<b>Short Title</b>	<b>Implement Transportation Tracking Number per JROCM 034-09</b>
	<b>Organization</b>	Defense Information Systems Agency (DISA), Services, United States Transportation command (USTRANSCOM)
	<b>Customer</b>	Combatant Commands (CCMD) and Services
	<b>Executive Sponsor</b>	USTRANSCOM J3 and AQ
<b>II. Introduction</b>	<p>Asset visibility and in-transit visibility (ITV) of the supply chain for forces and their equipment deploying to or redeploying from a joint operation area is hampered by lack of common data keys needed to link the classified force requirements in an operation plan's (OPLAN) time phased force and deployment data (TPFDD) with unclassified transportation planning and execution data without compromising operations security (OPSEC). Joint force commands and their Service component commands require ITV of forces and their accompanying equipment to predict closure and plan force integration and employment. The transportation tracking account number (TTAN) and transportation tracking number (TTN) were identified as required data keys in a doctrine, organization, training, materiel, leadership and education, personnel and facilities (DOTMLPF) change recommendation (DCR) which the Joint Requirements Oversight Council (JROC) endorsed. The JROC directed implementation in all Joint and Service systems supporting force deployment planning, redeployment planning, and transportation planning and execution in JROC Memorandum (JROCM) 034-09 signed by the Vice Chairman of the Joint Chiefs of Staff in February 2009.</p> <p>The implementation concept contained in the DCR identified the TTAN as the Joint Operation Planning and Execution System (JOPES) system-generated random 13-digit unintelligent, unclassified surrogate for the classified operation plan identifier (OPLAN ID) + unit line number (ULN). The TTAN would be passed down to unclassified Service deployment and transportation systems where the units would create the 17-digit unintelligent TTN by appending a sequence number (0001-9999) to the end of the TTAN for each shipment unit.</p> <p>Implementation by DISA, the Services, and USTRANSCOM programs is still in progress with all systems</p>	

Section	Description
	<p>expected to be complete in FY14.</p> <p><b>Military Operations Phase:</b> Deployment (D), redeployment (R) planning and execution by CCMDs, Services, and USTRANSCOM</p> <p><b>Scenario(s) or Model(s):</b> Deployment and redeployment.  Outside the Continental United States (OCONUS) aerial delivery  OCONUS surface delivery  Unit move by air and surface  Surface sustainment and retrograde movements when planned in JOPES</p> <p><b>Process Area(s) and Subprocess Areas(s) if applicable:</b>  Services:  Force deployment and redeployment planning and execution  Distribution  Joint reception, staging, onward movement</p>
<p><b>III. Supporting References</b></p>	<p>CJCSM 3122.02D, <i>Joint Operation Planning and Execution System (JOPES)</i>, Volume III, Appendix C to Enclosure C (ITV)</p> <p>Joint Pub 3-35, <i>Deployment and Redeployment Operations</i>  JROCM 034-09, “TTN DOTMLPF Change Recommendation”  JROCM 047-11, “TTN Extension Approval, Approach 1;” Apch 2, Task 1-4  JROCM 075-12, “TTN Extension Approval for Apch 2,” Task 5</p>
<p><b>IV. Issue Statement</b></p>	<p>Asset visibility and in-transit visibility of the supply chain for forces and their equipment deploying to or redeploying from a joint operation area are hampered by lack of common data keys needed to link the classified force requirements in an OPLAN’s TPFDD with unclassified transportation planning and execution data without compromising OPSEC. Joint force commands and their Service component commands require ITV of forces and their accompanying equipment to predict closure and plan force integration and employment. This level of ITV supports operational levels of command and control (C2) vice tactical level ITV of an item moving through the DTS. To support operational level C2, shipment items must be able to be aggregated by force packages using the JOPES force requirement structure. Implementing the TTAN and TTN will enable linkage and</p>

Section	Description
	visibility of force packages without compromising OPSEC.
<b>V. Overall Objective(s)</b>	Joint force commands and their Service component commands require ITV of forces and their accompanying equipment to predict closure and plan force integration and employment. This level of ITV supports operational levels of C2 vice tactical level ITV of an item moving through the DTS. To support operational level C2, shipment items must be able to be aggregated by force packages using the JOPES force requirement structure. Implementing the TTAN and TTN will enable linkage and visibility of force packages without compromising OPSEC.
<b>VI. Supporting Activities</b>	<p>Joint Staff J3 will modify JOPES manuals CJCSM 3122.02</p> <p>Joint Staff J4 will submit modifications to the Defense Transportation Regulation (DTR) 4500.9-R, Part II, Cargo and Part III, Mobility</p> <p>DISA will modify JOPES software</p> <p>Army will modify COMPASS<sup>1</sup>, TCAIMS II<sup>2</sup>, GFM<sup>3</sup>, ICODES<sup>4</sup></p> <p>Air Force will modify DCAPES<sup>5</sup>, LOGMOD<sup>6</sup>, CMOS<sup>7</sup></p> <p>Marine Corps will modify JFRG II<sup>8</sup> and MDSS II<sup>9</sup></p> <p>USTRANSCOM will modify CAMPS<sup>10</sup>, GDSS II<sup>11</sup>, GATES<sup>12</sup>, IGC<sup>13</sup>, IBS<sup>14</sup></p>

<sup>1</sup> COMPASS = Computerized Movement Planning and Status System

<sup>2</sup> TCAIMS II = Transportation Coordinator's Automated Information for Movement System, Version 2

<sup>3</sup> GFM = Global Freight Management System

<sup>4</sup> ICODES = Integrated Computerized Deployment System

<sup>5</sup> DCAPES = **Deliberate and Crisis Action Planning and Execution Segments**

<sup>6</sup> LOGMOD = Logistics Module

<sup>7</sup> CMOS = Cargo Movement Operations System

<sup>8</sup> JFRG II = Joint Force Requirements Generator, Version 2

<sup>9</sup> MDSS II = Marine Air-Ground Task Force Deployment Support System, Version 2

<sup>10</sup> CAMPS = Consolidated Air Mobility Planning System

<sup>11</sup> GDSS II = Global Decision Support System, Version 2

<sup>12</sup> GATES = Global Air Transportation Execution System

<sup>13</sup> IGC = Integrated Data Environment (IDE)/Global Transportation Network (GTN) Convergence

<sup>14</sup> IBS = Integrated Booking System

Section	Description																												
	<p>Services and TRANSCOM will incorporate change into training for operators</p> <p>Services agreed to fund starting in FY10</p>																												
<p><b>VII. Detailed Action Plan</b></p>	<p>JROCM 034-09, 27 Feb 2009, directed four approaches supporting the DCR to be completed within 24 months. JROCM 047-11 granted extensions for some tasks to Feb 2013. JROCM 075-12 granted extension to USTRANSCOM to complete Approach 2, Task 5, by June 2013.</p> <table border="1" data-bbox="573 501 1434 1425"> <thead> <tr> <th data-bbox="573 501 814 553">DOTMLPF Category and OPR</th> <th data-bbox="814 501 978 553">Action</th> <th data-bbox="978 501 1167 553">JROCM 034-09 Suspense Date</th> <th data-bbox="1167 501 1434 553">JROCM 047-11/075-12 Suspense Date</th> </tr> </thead> <tbody> <tr> <td data-bbox="573 553 814 724">DOTMLPF: Policy OPR: JSJ3</td> <td data-bbox="814 553 978 724">Update CJCSM 3122.02 and CJCSM 3150.16 during next rewrite to reflect use of TTN policy and procedures</td> <td data-bbox="978 553 1167 724">Feb 28, 2011</td> <td data-bbox="1167 553 1434 724">Complete</td> </tr> <tr> <td data-bbox="573 724 814 875">DOTMLPF: Policy OPR: JSJ4</td> <td data-bbox="814 724 978 875">Update DTR 4500.9-R, Part II and Part III, to reflect use of TTN policy and procedures</td> <td data-bbox="978 724 1167 875">Feb 28, 2011</td> <td data-bbox="1167 724 1434 875">Complete</td> </tr> <tr> <td data-bbox="573 875 814 984">DOTMLPF: Material OPR: DISA</td> <td data-bbox="814 875 978 984">Develop and incorporate new TTN capabilities into JOPES</td> <td data-bbox="978 875 1167 984">Feb 28, 2011</td> <td data-bbox="1167 875 1434 984">Complete</td> </tr> <tr> <td data-bbox="573 984 814 1135">DOTMLPF: Material OPR: Air Force</td> <td data-bbox="814 984 978 1135">Develop and incorporate new TTN capabilities into DCAPEs, LOGMOD, and CMOS</td> <td data-bbox="978 984 1167 1135">Feb 28, 2011</td> <td data-bbox="1167 984 1434 1135">LOGMOD: complete CMOS: complete DCAPEs: complete</td> </tr> <tr> <td data-bbox="573 1135 814 1339">DOTMLPF: Material OPR: Army</td> <td data-bbox="814 1135 978 1339">Develop and incorporate new TTN capabilities into COMPASS, TCAIMS II, AALPS, and ICODES</td> <td data-bbox="978 1135 1167 1339">Feb 28, 2011</td> <td data-bbox="1167 1135 1434 1339">2Q14COMPASS: complete ICODES: complete AALPS: merged with ICODES TCAIMS II: programmed</td> </tr> <tr> <td data-bbox="573 1339 814 1425">DOTMLPF: Material OPR: Marine Corps</td> <td data-bbox="814 1339 978 1425">Develop and incorporate new TTN capabilities</td> <td data-bbox="978 1339 1167 1425">Feb 28, 2011</td> <td data-bbox="1167 1339 1434 1425">1Q14</td> </tr> </tbody> </table>	DOTMLPF Category and OPR	Action	JROCM 034-09 Suspense Date	JROCM 047-11/075-12 Suspense Date	DOTMLPF: Policy OPR: JSJ3	Update CJCSM 3122.02 and CJCSM 3150.16 during next rewrite to reflect use of TTN policy and procedures	Feb 28, 2011	Complete	DOTMLPF: Policy OPR: JSJ4	Update DTR 4500.9-R, Part II and Part III, to reflect use of TTN policy and procedures	Feb 28, 2011	Complete	DOTMLPF: Material OPR: DISA	Develop and incorporate new TTN capabilities into JOPES	Feb 28, 2011	Complete	DOTMLPF: Material OPR: Air Force	Develop and incorporate new TTN capabilities into DCAPEs, LOGMOD, and CMOS	Feb 28, 2011	LOGMOD: complete CMOS: complete DCAPEs: complete	DOTMLPF: Material OPR: Army	Develop and incorporate new TTN capabilities into COMPASS, TCAIMS II, AALPS, and ICODES	Feb 28, 2011	2Q14COMPASS: complete ICODES: complete AALPS: merged with ICODES TCAIMS II: programmed	DOTMLPF: Material OPR: Marine Corps	Develop and incorporate new TTN capabilities	Feb 28, 2011	1Q14
DOTMLPF Category and OPR	Action	JROCM 034-09 Suspense Date	JROCM 047-11/075-12 Suspense Date																										
DOTMLPF: Policy OPR: JSJ3	Update CJCSM 3122.02 and CJCSM 3150.16 during next rewrite to reflect use of TTN policy and procedures	Feb 28, 2011	Complete																										
DOTMLPF: Policy OPR: JSJ4	Update DTR 4500.9-R, Part II and Part III, to reflect use of TTN policy and procedures	Feb 28, 2011	Complete																										
DOTMLPF: Material OPR: DISA	Develop and incorporate new TTN capabilities into JOPES	Feb 28, 2011	Complete																										
DOTMLPF: Material OPR: Air Force	Develop and incorporate new TTN capabilities into DCAPEs, LOGMOD, and CMOS	Feb 28, 2011	LOGMOD: complete CMOS: complete DCAPEs: complete																										
DOTMLPF: Material OPR: Army	Develop and incorporate new TTN capabilities into COMPASS, TCAIMS II, AALPS, and ICODES	Feb 28, 2011	2Q14COMPASS: complete ICODES: complete AALPS: merged with ICODES TCAIMS II: programmed																										
DOTMLPF: Material OPR: Marine Corps	Develop and incorporate new TTN capabilities	Feb 28, 2011	1Q14																										

Section	Description			
	<p>DOTMLPF: Material OPR: USTRANSCOM</p>	<p>into JFRG II and MDSS II Develop and incorporate TTN capabilities into Distribution Portfolio systems</p>	<p>Feb 28, 2011</p>	<p>IGC: complete SMS<sup>15</sup>: complete RF-ITV<sup>16</sup>: complete IBS-SUS<sup>17</sup>: complete IBS-CSS<sup>18</sup>: complete GFM: complete GDSS: complete GATES: complete CAMPS: complete</p>
	<p>DOTMLPF: Training OPR: All Services</p>	<p>Modify Service-level transportation training</p>	<p>Feb 28, 2011</p>	<p>2Q14</p>
<p><b>VIII. Measures of Success</b></p>	<p>Explanation of chart:</p> <ul style="list-style-type: none"> <li>• Tasks are extracted from JROCM 034-09.</li> <li>• Suspense dates are from JROCM 034-09 as extended in JROCM 047-11/075-12. <ul style="list-style-type: none"> <li>○ Except for TCAIMS II, all programs are complete TCAIMS II modification is programmed and work is in progress.</li> </ul> </li> </ul>			
<p><b>IX. Estimated Implementation</b></p>	<p>\$14.4M</p> <p>The TTN SEP has been fully funded collectively across USTRANSCOM and the Services. There are no future</p>			

<sup>15</sup> SMS = Single Mobility System

<sup>16</sup> RF-ITV = Radio Frequency In-Transit Visibility Server

<sup>17</sup> IBS-SUS = Integrated Booking System – Sustainment Module

<sup>18</sup> IBS-CSS = Integrated Booking System – Commercial Sealift Solution

Section	Description
<b>Cost</b>	funding requirements, just implementation which should be complete by the end of FY2014
<b>X. Key External Factors</b>	<ul style="list-style-type: none"> <li>- Army TCAIMS II program TTAN/TTN work with intended completion of Feb 2014. TCAIMS II exchanges data with 7 other deployment systems that have implemented.</li> <li>- Operational assessment by JITC needed post-TCAIMS II completion to assess effectiveness of all Service and Joint program implementation across the JDDE architecture.</li> </ul>

**DCC-4 Geographic Combatant Command (GCC) In-transit Visibility (ITV) Issuance Template**

Section	Description	
<b>I. General Information</b>	<b>Short Title</b>	Standardized GCC ITV Issuance Template
	<b>Organization</b>	United States Transportation Command (USTRANSCOM)
	<b>Customer</b>	Geographic Combatant Commands
	<b>Executive Sponsor</b>	USTRANSCOM Logistics Enabling Support Division (TCJ4-T)
<b>II. Introduction</b>	<p>The Secretary of Defense designated USTRANSCOM as the Department of Defense (DoD) Lead Proponent for ITV. The purpose of the ITV template is to provide the GCCs with a document that can be used as the framework for developing a Combatant Command (CCMD) ITV issuance. By using the template, GCCs will ensure policies, procedures, business processes, systems, and technologies are synchronized for effective ITV throughout the deployment/redeployment and distribution/retrograde pipeline.</p> <p><b>Military Operations Phase:</b> Deployment (D), sustainment (S), redeployment (R), and non-military mission operations.</p> <p><b>Scenario(s) or Model(s):</b>                      The GCC ITV Issuance will cover the following areas:</p> <ul style="list-style-type: none"> <li>• Force deployment and redeployment (personnel and material)</li> <li>• Sustainment of forces (personnel and material)</li> <li>• Retrograde, to include multimodal (material)</li> <li>• Human remains and their personal effects</li> <li>• Humanitarian support (personnel and material)</li> <li>• Multinational support (personnel and material)</li> <li>• Interagency support (personnel and material)</li> </ul> <p><b>Process Areas and Sub-process Areas if applicable:</b> The GCC ITV Issuance Template addresses the</p>	

Section	Description
	<p>transportation segment of the supply chain and the Defense Transportation System (DTS). The sub-process areas covered are:</p> <ul style="list-style-type: none"> <li>• Entry into the DTS (AIS<sup>1</sup>, AIT<sup>2</sup>, EDI<sup>3</sup>)</li> <li>• Receipt at entry, in-transit, and final delivery points (AIS, AIT, EDI)</li> <li>• Internal handling at entry, in-transit, and final delivery points (AIS, AIT, EDI)</li> <li>• Manifesting (AIS)</li> <li>• Delivery at entry, in-transit and final delivery points (AIS, AIT EDI)</li> <li>• Departure from entry, in-transit and final delivery points (AIS, AIT, EDI)</li> <li>• Final receipt at supply point (AIS, AIT, EDI)</li> <li>• Geospatial location across DTS (AIT)</li> </ul>
<p><b>III. Supporting References</b></p>	<p>d. Joint Publication 4-0, “Joint Logistics” – July 18, 2008</p> <p>e. DoD Directive 5100.01, “Functions of the Department of Defense and Its Major Components” – December 21, 2010</p> <p>f. Joint Publication 3-35, “Deployment and Redeployment Operations” – May 7, 2007</p> <p>g. DoD Directive 5134.01, “Under Secretary of Defense for Acquisition, Technology, and Logistics (USD(AT&amp;L))” – December 9, 2005</p> <p>h. Joint Publication 4-09, “Distribution Operations,” – February 5, 2010</p> <p>i. DoD Under Secretary of Defense (Acquisition, Technology and Logistics) Memorandum, “Radio Frequency Identification (RFID) Policy” – July 30, 2004</p> <p>j. DoD 4140.0-R, “DoD Supply Chain Material Management Regulation” – May 23, 2003</p> <p>k. Defense Transportation Regulation (DTR), all parts, current editions</p> <p>l. DoDD 5158.04, United Transportation Command (USTRANSCOM), July 27, 2007</p> <p>m. DoDI 5158.06, Distribution Process Owner (DPO), September 11, 2007</p> <p>n. SECDEF Memorandum, Designation of US Transportation Command (USTRANSCOM) as the DoD Lead Proponent for In-Transit Visibility (ITV), August 17, 2011</p>

<sup>1</sup> AIS = Automated Information Systems

<sup>2</sup> AIT = Automatic Identification Technology

<sup>3</sup> EDI = Electronic Data Interchange

Section	Description																								
	o. USD AT&L Memorandum Lead Proponent for RFID and Related AIT Implementation for the DoD Supply Chain – September 26, 2006																								
<b>IV. Issue Statement</b>	ITV policies and procedures are not standardized among CCMDs, which may cause confusion among warfighters as they deploy from one area of responsibility to another. It also increases the requirement for recurring training, impacting efficiency and effectiveness throughout the enterprise.																								
<b>V. Overall Objective(s)</b>	Provide GCCs with a template that has a generic policy statement, generic listing of responsibilities and procedures, and updated AIS and AIT information that is designed to improve the documentation and execution of both enterprise-wide and theater-specific ITV business processes. The GCC ITV Issuance Template standardizes basic information, responsibilities, and procedures applicable to all GCCs.																								
<b>VI. Supporting Activities</b>	<p>USTRANSCOM J4-T will complete the listed tasks to complete the construction of the GCC ITV Issuance Template:</p> <ul style="list-style-type: none"> <li>• Collaborate with each GCC and Joint Staff (JS) on the concept of a standardized template</li> <li>• Coordinate with internal USTRANSCOM stakeholders</li> <li>• Create a common document storage location to ensure accessibility by all stakeholders</li> <li>• Provide stakeholders a rough outline</li> <li>• Share incremental changes with stakeholders</li> <li>• Staff final draft with stakeholders</li> <li>• Post final product on a common document storage location for GCC access</li> </ul>																								
<b>VII. Detailed Action Plan</b>	<table border="1" data-bbox="571 1040 1419 1412"> <thead> <tr> <th data-bbox="571 1040 884 1101">Key Milestones</th> <th data-bbox="884 1040 1056 1101">Target Dates</th> <th data-bbox="1056 1040 1266 1101">OPR</th> <th data-bbox="1266 1040 1419 1101">Support</th> </tr> </thead> <tbody> <tr> <td data-bbox="571 1101 884 1161">GCC/JS/USTRANSCOM staff socialization</td> <td data-bbox="884 1101 1056 1161">2QFY2013</td> <td data-bbox="1056 1101 1266 1161">USTCJ4-T</td> <td data-bbox="1266 1101 1419 1161"></td> </tr> <tr> <td data-bbox="571 1161 884 1255">GCC/JS/USTRANSCOM staff concurrence on outline</td> <td data-bbox="884 1161 1056 1255">3QFY2013</td> <td data-bbox="1056 1161 1266 1255">USTCJ4-T</td> <td data-bbox="1266 1161 1419 1255">GCCs/JS</td> </tr> <tr> <td data-bbox="571 1255 884 1349">GCC/JS/USTRANSCOM action officer review</td> <td data-bbox="884 1255 1056 1349">2QFY2014</td> <td data-bbox="1056 1255 1266 1349">USTCJ4-T</td> <td data-bbox="1266 1255 1419 1349">GCCs/JS</td> </tr> <tr> <td data-bbox="571 1349 884 1382">Final version complete</td> <td data-bbox="884 1349 1056 1382">3QFY2014</td> <td data-bbox="1056 1349 1266 1382">USTCJ4-T</td> <td data-bbox="1266 1349 1419 1382">GCCs/JS</td> </tr> <tr> <td data-bbox="571 1382 884 1412">Final version posted in a</td> <td data-bbox="884 1382 1056 1412">3QFY2014</td> <td data-bbox="1056 1382 1266 1412">USTCJ4-T</td> <td data-bbox="1266 1382 1419 1412"></td> </tr> </tbody> </table>	Key Milestones	Target Dates	OPR	Support	GCC/JS/USTRANSCOM staff socialization	2QFY2013	USTCJ4-T		GCC/JS/USTRANSCOM staff concurrence on outline	3QFY2013	USTCJ4-T	GCCs/JS	GCC/JS/USTRANSCOM action officer review	2QFY2014	USTCJ4-T	GCCs/JS	Final version complete	3QFY2014	USTCJ4-T	GCCs/JS	Final version posted in a	3QFY2014	USTCJ4-T	
Key Milestones	Target Dates	OPR	Support																						
GCC/JS/USTRANSCOM staff socialization	2QFY2013	USTCJ4-T																							
GCC/JS/USTRANSCOM staff concurrence on outline	3QFY2013	USTCJ4-T	GCCs/JS																						
GCC/JS/USTRANSCOM action officer review	2QFY2014	USTCJ4-T	GCCs/JS																						
Final version complete	3QFY2014	USTCJ4-T	GCCs/JS																						
Final version posted in a	3QFY2014	USTCJ4-T																							

Section	Description				
	<table border="1" data-bbox="575 233 1419 297"> <tr> <td data-bbox="575 233 884 297">common document storage location</td> <td data-bbox="884 233 1056 297"></td> <td data-bbox="1056 233 1266 297"></td> <td data-bbox="1266 233 1419 297"></td> </tr> </table>	common document storage location			
common document storage location					
<b>VIII. Measures of Success</b>	<ul style="list-style-type: none"> <li>• Expected outcome: Completed GCC ITV template by 3QFY2014 <ul style="list-style-type: none"> <li>○ KPI: Accepted standardized GCC ITV template (actual implementation will be at the discretion of each GCC)</li> <li>○ Expected outcome: GCC ITV template available to users <ul style="list-style-type: none"> <li>○ KPI: GCC ITV template posted on common document storage location</li> </ul> </li> </ul> </li> </ul>				
<b>IX. Estimated Implementation Cost</b>	<p>\$0</p> <p>The objective of this SEP is operational rather than monetary. It provides GCCs with a template that has a generic policy statement, generic listing of responsibilities and procedures, and updated AIS and AIT information to improve the documentation and execution of both enterprise-wide and theater-specific ITV business processes. The GCC ITV Issuance Template standardizes basic information, responsibilities, and procedures applicable to all GCCs and was produced through normal staff work with no additional funds.</p>				
<b>X. Key External Factors</b>	<p>Availability of staff personnel – the main factor that will affect completion is availability of USTRANSCOM and GCC staff personnel due to higher priority work or due to sequestration and other budgetary pressures.</p>				

**DCC-5 DLA Item Level Passive Radio Frequency Identification (RFID) For Clothing and Textiles (C&T)**

Section	Description								
<b>I. General Information</b>	<table border="1" style="width:100%; border-collapse: collapse;"> <tr> <td style="width:50%; text-align: center;"><b>Short Title</b></td> <td style="text-align: center;"><b>pRFID for Clothing and Textiles</b></td> </tr> <tr> <td style="text-align: center;"><b>Organization</b></td> <td>DLA</td> </tr> <tr> <td style="text-align: center;"><b>Customer</b></td> <td>Services</td> </tr> <tr> <td style="text-align: center;"><b>Executive Sponsor</b></td> <td>DLA Troop Support</td> </tr> </table>	<b>Short Title</b>	<b>pRFID for Clothing and Textiles</b>	<b>Organization</b>	DLA	<b>Customer</b>	Services	<b>Executive Sponsor</b>	DLA Troop Support
	<b>Short Title</b>	<b>pRFID for Clothing and Textiles</b>							
	<b>Organization</b>	DLA							
	<b>Customer</b>	Services							
<b>Executive Sponsor</b>	DLA Troop Support								
<b>II. Introduction</b>	<p>Improved inventory management is required for clothing and textiles (C&amp;T) uniform items issued at recruit training facilities through implementation of item-level passive RFID (pRFID) tagging. The project is being conducted in two iterations – Phase 1 applies to the uniform items issued at the start of recruit training, and Phase 2 applies to dress uniforms applied prior to recruit graduation.</p> <p>This initiative supports the realization of the following attributes: (1) process improvement, (2) unique identification, (3) standards and integration, and (4) enhanced visibility.</p> <p><b>Military Operations Phases: N/A.</b> The uniform issue process (both phases) precedes listed military operations phases.</p> <p><b>Scenario(s) or Model(s):</b> Includes supply chain and deployment models, scenarios, and/or flows</p> <p><b>Process Area(s) and Sub-Process Areas(s):</b></p> <ul style="list-style-type: none"> <li>• Inventory Management</li> <li>• Order management</li> <li>• Planning</li> <li>• Distribution <ul style="list-style-type: none"> <li>o Warehousing and Storage</li> <li>o Outbound and Inbound Management</li> </ul> </li> <li>• Technical and Quality Assurance</li> </ul>								
<b>III. Supporting References</b>	<p>2010-2017 Defense Logistics Agency Strategic Plan</p> <ul style="list-style-type: none"> <li>• Supports focus on three overarching goals <ul style="list-style-type: none"> <li>o Goal 1: Warfighter Support Enhancement. “DLA’s goals, processes, and performance are synchronized with the needs of our warfighting customers, mission partners, and stakeholders.”</li> <li>o Goal 2: Stewardship Excellence: “...deliver maximum payoff from taxpayer resources.”</li> <li>o Goal 3: Workforce Development: “We must enable our workforce to capitalize on their skills, experience and potential.”</li> </ul> </li> </ul>								

Section	Description																																											
<b>IV. Issue Statement</b>	DLA Troop Support (Clothing and Textiles) seeks to improve uniform inventory management through use of RFID technology.																																											
<b>V. Overall Objective(s)</b>	<p>Primary: Improve inventory management improve accountability and avoid cost by reducing inventory adjustments (overages and shorts).</p> <p>Secondary:</p> <ul style="list-style-type: none"> <li>a. Reengineer business process to standardize operations, saving time and money</li> <li>b. Reduce time to issue uniforms, returning recruits to the Services more quickly and more predictively</li> <li>c. Reduce incidents of reissue</li> </ul>																																											
<b>VI. Supporting Activities</b>	<ul style="list-style-type: none"> <li>• Stakeholder engagement (communication)</li> <li>• Preliminary operational concept development and demonstration</li> <li>• Solution testing</li> <li>• Business Process Reengineering</li> <li>• Solution Implementation</li> <li>• Information Assurance (Certification &amp; Accreditation)</li> <li>• Documentation and Training</li> <li>• System Administration and maintenance</li> <li>• Performance measurement and monitoring</li> </ul>																																											
<b>VII. Detailed Action Plan</b>	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 35%;"><i>Key Milestones</i></th> <th style="width: 20%;"><i>Target Dates</i></th> <th style="width: 20%;"><i>OPR</i></th> <th style="width: 25%;"><i>Support</i></th> </tr> </thead> <tbody> <tr> <td>Initial R&amp;D for receipting and Phase 1 issuances at 3PL (Travis) and Lackland AFB</td> <td>Conducted 2009-2010</td> <td>DLA J-3</td> <td>USAF, DLA Troop Support</td> </tr> <tr> <td><i>Key Milestones</i></td> <td><i>Target Dates</i></td> <td><i>OPR</i></td> <td><i>Support</i></td> </tr> <tr> <td>Marine Corps Fielding San Diego and Parris Island</td> <td>Conducted 2011-2012</td> <td>DLA J-3</td> <td>USMC, DLA Troop Support</td> </tr> <tr> <td>3PL Peckham fielding</td> <td>Scheduled Q4 FY 13</td> <td>DLA J-3</td> <td>USN, DLA Troop Support</td> </tr> <tr> <td>RTC Great Lakes fielding</td> <td>Scheduled Q1 FY14</td> <td>DLA J-3</td> <td>USN, DLA Troop Support</td> </tr> <tr> <td>Army 3PL</td> <td>Scheduled Q3 FY14</td> <td>DLA J-3</td> <td>USA, DLA Troop Support</td> </tr> <tr> <td>Two Army RTCs</td> <td>Scheduled Q4 FY14</td> <td>DLA J-3</td> <td>USA, DLA Troop Support</td> </tr> <tr> <td>Remaining two Army RTCs</td> <td>Early FY15</td> <td>DLA J-3</td> <td>USA, DLA Troop Support</td> </tr> <tr> <td colspan="4">The fielding cycle will then repeat with Phase 2 issuances starting in late FY15 and FY16. DLA J-3 is the office of primary responsibility for the enterprise deployment of an</td> </tr> </tbody> </table>				<i>Key Milestones</i>	<i>Target Dates</i>	<i>OPR</i>	<i>Support</i>	Initial R&D for receipting and Phase 1 issuances at 3PL (Travis) and Lackland AFB	Conducted 2009-2010	DLA J-3	USAF, DLA Troop Support	<i>Key Milestones</i>	<i>Target Dates</i>	<i>OPR</i>	<i>Support</i>	Marine Corps Fielding San Diego and Parris Island	Conducted 2011-2012	DLA J-3	USMC, DLA Troop Support	3PL Peckham fielding	Scheduled Q4 FY 13	DLA J-3	USN, DLA Troop Support	RTC Great Lakes fielding	Scheduled Q1 FY14	DLA J-3	USN, DLA Troop Support	Army 3PL	Scheduled Q3 FY14	DLA J-3	USA, DLA Troop Support	Two Army RTCs	Scheduled Q4 FY14	DLA J-3	USA, DLA Troop Support	Remaining two Army RTCs	Early FY15	DLA J-3	USA, DLA Troop Support	The fielding cycle will then repeat with Phase 2 issuances starting in late FY15 and FY16. DLA J-3 is the office of primary responsibility for the enterprise deployment of an			
	<i>Key Milestones</i>	<i>Target Dates</i>	<i>OPR</i>	<i>Support</i>																																								
	Initial R&D for receipting and Phase 1 issuances at 3PL (Travis) and Lackland AFB	Conducted 2009-2010	DLA J-3	USAF, DLA Troop Support																																								
	<i>Key Milestones</i>	<i>Target Dates</i>	<i>OPR</i>	<i>Support</i>																																								
	Marine Corps Fielding San Diego and Parris Island	Conducted 2011-2012	DLA J-3	USMC, DLA Troop Support																																								
	3PL Peckham fielding	Scheduled Q4 FY 13	DLA J-3	USN, DLA Troop Support																																								
	RTC Great Lakes fielding	Scheduled Q1 FY14	DLA J-3	USN, DLA Troop Support																																								
	Army 3PL	Scheduled Q3 FY14	DLA J-3	USA, DLA Troop Support																																								
	Two Army RTCs	Scheduled Q4 FY14	DLA J-3	USA, DLA Troop Support																																								
Remaining two Army RTCs	Early FY15	DLA J-3	USA, DLA Troop Support																																									
The fielding cycle will then repeat with Phase 2 issuances starting in late FY15 and FY16. DLA J-3 is the office of primary responsibility for the enterprise deployment of an																																												
Initial R&D for receipting and Phase 1 issuances at 3PL (Travis) and Lackland AFB																																												
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 35%;"><i>Key Milestones</i></th> <th style="width: 20%;"><i>Target Dates</i></th> <th style="width: 20%;"><i>OPR</i></th> <th style="width: 25%;"><i>Support</i></th> </tr> </thead> <tbody> <tr> <td>Marine Corps Fielding San Diego and Parris Island</td> <td>Conducted 2011-2012</td> <td>DLA J-3</td> <td>USMC, DLA Troop Support</td> </tr> <tr> <td>3PL Peckham fielding</td> <td>Scheduled Q4 FY 13</td> <td>DLA J-3</td> <td>USN, DLA Troop Support</td> </tr> <tr> <td>RTC Great Lakes fielding</td> <td>Scheduled Q1 FY14</td> <td>DLA J-3</td> <td>USN, DLA Troop Support</td> </tr> <tr> <td>Army 3PL</td> <td>Scheduled Q3 FY14</td> <td>DLA J-3</td> <td>USA, DLA Troop Support</td> </tr> <tr> <td>Two Army RTCs</td> <td>Scheduled Q4 FY14</td> <td>DLA J-3</td> <td>USA, DLA Troop Support</td> </tr> <tr> <td>Remaining two Army RTCs</td> <td>Early FY15</td> <td>DLA J-3</td> <td>USA, DLA Troop Support</td> </tr> </tbody> </table>				<i>Key Milestones</i>	<i>Target Dates</i>	<i>OPR</i>	<i>Support</i>	Marine Corps Fielding San Diego and Parris Island	Conducted 2011-2012	DLA J-3	USMC, DLA Troop Support	3PL Peckham fielding	Scheduled Q4 FY 13	DLA J-3	USN, DLA Troop Support	RTC Great Lakes fielding	Scheduled Q1 FY14	DLA J-3	USN, DLA Troop Support	Army 3PL	Scheduled Q3 FY14	DLA J-3	USA, DLA Troop Support	Two Army RTCs	Scheduled Q4 FY14	DLA J-3	USA, DLA Troop Support	Remaining two Army RTCs	Early FY15	DLA J-3	USA, DLA Troop Support													
<i>Key Milestones</i>	<i>Target Dates</i>	<i>OPR</i>	<i>Support</i>																																									
Marine Corps Fielding San Diego and Parris Island	Conducted 2011-2012	DLA J-3	USMC, DLA Troop Support																																									
3PL Peckham fielding	Scheduled Q4 FY 13	DLA J-3	USN, DLA Troop Support																																									
RTC Great Lakes fielding	Scheduled Q1 FY14	DLA J-3	USN, DLA Troop Support																																									
Army 3PL	Scheduled Q3 FY14	DLA J-3	USA, DLA Troop Support																																									
Two Army RTCs	Scheduled Q4 FY14	DLA J-3	USA, DLA Troop Support																																									
Remaining two Army RTCs	Early FY15	DLA J-3	USA, DLA Troop Support																																									
Marine Corps Fielding San Diego and Parris Island																																												
3PL Peckham fielding																																												
RTC Great Lakes fielding																																												
Army 3PL																																												
Two Army RTCs																																												
Remaining two Army RTCs																																												
The fielding cycle will then repeat with Phase 2 issuances starting in late FY15 and FY16. DLA J-3 is the office of primary responsibility for the enterprise deployment of an																																												

Section	Description				
	<p>enabling technology. However, success is dependent on the active participation and process or technical ownership of the appropriate stakeholders throughout the implementation.</p>				
<p><b>VIII. Measures of Success</b></p>	<ul style="list-style-type: none"> <li>• Improved inventory management KPI: Reduced write-offs through lowered inventory adjustments</li> <li>• Reduced time to issue uniforms KPI: Improved cycle times and reduced customer wait times</li> <li>• Reduced incidents of reissue KPI: Improved inventory accuracy results in fewer return visits for exchange or reissue</li> <li>• Significant portion of estimated \$8.2M ROI achieved over 10 years KPI: Project, track, and refine ROI and savings annually</li> </ul> <p>DLA measures the success of the C&amp;T program in terms of Accountability, Efficiency, and Velocity The volume of transactions leads to the probability of human error. DLA contends the use of pRFID at the point of sale level in these locations will increase accountability and improve inventory accuracy. With pRFID, the number of mistakes made during the issue process should decrease. With fewer mistakes, accountability should rise, and result in few inventory adjustments. Additionally, pRFID monitored transactions can alert the supply system of shortages, and maintain the prescribed stock levels at the facility without human intervention. Efficiency and Velocity work together, to handle the customer volume, the gained efficiencies will lead to increased velocity.</p>				
<p><b>IX. Estimated Implementation Cost</b></p>	<p>The projected total Year 1 cost for the RTC AIT Enabled Supply Chain is \$4,895,725.</p>				
<p><b>X. Key External Factors</b></p>	<ul style="list-style-type: none"> <li>• Service acceptance of the new DLA procedures</li> <li>• Service uniform changes</li> <li>• Vendor participation (number of firms participating or exempted from the program)</li> </ul>				

## DCC-6 DLA Energy Bulk Fuel Satellite Tracking

Plan ATID Bulk Fuel	Description	
<b>XXI. General Information</b>	<b>Short Title</b>	<b>Bulk Fuel Tracking</b>
	<b>Organization</b>	DLA Energy
	<b>Customer</b>	CENTCOM J4
	<b>Executive Sponsor</b>	OSD AT&L
<b>XXII. Introduction</b>	CENTCOM J4 requested DLA Energy’s assistance to help US Force Afghanistan (USFOR-A) prevent pilferage of bulk fuel throughout Combined Joint Operations Area - Afghanistan (CJOA-A) by establishing a satellite enabled system designed to track bulk fuel convoys and detect tampering. Evidence has revealed that fuel is being pilfered at all levels of the supply chain within Afghanistan. Further visits with key suppliers in the area validated evidence that fuel is being lost in transit. OSD AT&L directed DLA to coordinate with CENTCOM on the development and implementation of an Active Tracking Intrusion Detection (ATID) strategy designed to monitor fuel movements in and around the Afghanistan AOR.	
<b>XXIII. Supporting References</b>	<ul style="list-style-type: none"> <li>• DoD AITDC CONOPS for Supply and Distribution dated 11 June 2007</li> <li>• OSD AT&amp;L memos dated 15 May 2012 and 20 Aug 2012</li> <li>• DLA Energy Active Tracking Intrusion Detection (ATID) CONOPS dated 8 Jan 2013</li> </ul>	
<b>XXIV. Issue Statement</b>	DLA Energy seeks to implement an ATID system that will provide near real time monitoring and alerting capability of bulk fuel during transport. The ATID system must meet operational needs by providing the following status in near real time: <ul style="list-style-type: none"> <li>• Location visibility of all trucks transporting fuel</li> <li>• Fuel level/volume visibility of all trucks transporting fuel</li> </ul>	
<b>XXV. Overall Objective(s)</b>	<ul style="list-style-type: none"> <li>• Provide visibility of fuel location and status to increase operational efficiencies</li> <li>• Decrease fuel transport time</li> <li>• Decrease fuel pilferage and loss</li> </ul>	
<b>XXVI. Supporting Activities</b>	<b>Installation Support: –</b> <ul style="list-style-type: none"> <li>• Truck availability for ATID equipment installation</li> <li>• Capture of tank characteristics (i.e. volume and dimensions) and entry into the system</li> <li>• Rapid delivery and installation of systems after receipt of order, (Initial and follow-on orders for spares)</li> <li>• Ongoing hardware maintenance and software upgrades as they are released</li> <li>• Regular monitoring of ATID systems for proper functioning</li> <li>• Establish a scheduled maintenance plan for ATID Systems</li> <li>• Additionally, provide technical support documents for each component of the ATID equipment installed.</li> </ul> <b>Initial system training –</b> <ul style="list-style-type: none"> <li>• Installation and maintenance teams will have proper training to conduct all device associated operations and maintenance.</li> </ul>	

Plan ATID Bulk Fuel	Description
	<ul style="list-style-type: none"> <li>• Users of the Information Management Bureau (IMB) GlobalTrak System and corresponding tracking systems/websites should have sufficient training in place to get the most out of the system.</li> </ul> <p><b>Ongoing monitoring training and support –</b></p> <ul style="list-style-type: none"> <li>• Regularly scheduled status reports and meetings (via web/phone) should take place to discuss current status of the system, shipments, and open issues. GlobalTrak will schedule meetings with stakeholders. Meetings with DLA Operations will take place approximately 2 times per week. Open issues lists will be maintained.</li> </ul> <p><b>Data analysis services –</b></p> <ul style="list-style-type: none"> <li>• GlobalTrak will support data analysis proactively and on request</li> </ul> <p><b>System improvements –</b></p> <ul style="list-style-type: none"> <li>• Data visualization and output reports from the IMB will be improved upon based on operational experience from the ATID devices, and from user feedback</li> </ul> <p><b>Government support –</b></p> <ul style="list-style-type: none"> <li>• As primary users of the system, DLA will actively monitor, interpret, and report actions of collected data</li> <li>• The government will also provide logistical and policy support required to accomplish the mission of the ATID program</li> </ul>
<p align="center"><b>XXVII. Detailed Action Plan</b></p>	<ul style="list-style-type: none"> <li>• October 8, 2012 – 10 systems sent to National Fuels Inc., in varying state of installation</li> <li>• November 1, 2012 – Expected award date of fuel movement contract</li> <li>• December 2012 – Begin additional deliveries of ATID systems</li> <li>• January 2013 – on site IMB training with DLA operations team in Bahrain</li> <li>• Begin May 2013 - Middle East Operations Center will receive tracking data from the Monitoring Support Contractor</li> <li>• May 2013 – All ATID systems delivered, installed and fully operational</li> </ul>
<p align="center"><b>XXVIII. Measures of Success</b></p>	<ul style="list-style-type: none"> <li>• Improved fuel operations:</li> <li>• KPI: Increased operational efficiencies</li> <li>• Reduced delivery time of fuel</li> <li>• KPI: Improved delivery time of fuel to final destination</li> <li>• Increased complete truck delivery of fuel</li> <li>• KPI: Improved success rate of non-pilfered deliveries</li> </ul> <p><i>The measurements of fuel loads into trucks are in millimeters and reported as percentages based upon the truck configuration. The transportation contractor will provide charts to translate millimeters into liters and gallons upon request.</i></p>

Plan ATID Bulk Fuel	Description
<b>XXIX. Estimated Implementation Cost</b>	<ul style="list-style-type: none"> <li>• VersaFuel ATID Module – 1 per truck - \$5,195</li> <li>• VersaFuel ATID Module Installation – 1 per truck - \$1,250</li> <li>• Hyperion Wireless Strap Seal w/ Universal Mounting Kit – 1 per compartment in truck – estimating 3 per truck - \$777</li> <li>• Shipping – 1 per unit - \$63</li> <li>• Initial cost per truck - \$7,222</li> <li>• Monthly Fees per truck - \$245 * 12 = \$3,048</li> </ul> <p>Additional costs</p> <ul style="list-style-type: none"> <li>• Seal Strap Bundle Pack (50 seals) 1 seal per opening per trip - \$138</li> <li>• Extended maintenance required - \$65hour</li> </ul>
<b>XXX. Key External Factors</b>	<b>Constraints</b> <ul style="list-style-type: none"> <li>• Access to the key locations (i.e. trucking company depot and FOBs) is constrained due to the nature of working in Afghanistan (e.g. terrorist activity could limit ability to travel)</li> <li>• The ability to respond to incidents while an asset is in transit is limited</li> </ul>

## DCC-7 Enterprise AIT Services

Section	Description	
<b>XXXI. General Information</b>	<b>Short Title</b>	<b>Enterprise AIT Services</b>
	<b>Organization</b>	USAF
	<b>Customer</b>	USAF
	<b>Executive Sponsor</b>	HQ AF/A4I
<b>XXXII. Introduction</b>	<p>Over the past several years, the Air Force (AF) Automatic Identification Technology (AIT) Program Management Office (PMO) has developed and deployed AIT capabilities via the Enterprise Data Collection Layer (EDCL) to support various functional business processes including base supply, ammunition management, equipment management, depot maintenance, and management of sensitive assets. EDCL enables the supply chain events collected by the AIT solutions to be translated into transactions and shared with many Automated Information Systems (AISs).</p> <p>Although EDCL provides a common architecture for building AIT solutions, the AIT PMO found that each AIT solution provider was designing, developing, and testing its own code for common tasks such as looking up asset information after reading a Unique Item Identifier (UII). Thus, the AIT PMO is designing and developing enterprise AIT services hosted on EDCL which can be leveraged by AISs and EDCL-hosted mobile AIT solutions to minimize redundant software design, development, and sustainment costs.</p>	
<b>XXXIII. Supporting References</b>	<ul style="list-style-type: none"> <li>• EDCL was commissioned by HAF/A4 as the result of an AF AIT Overview meeting. The direction and requirements for EDCL came from HAF/A4I during a series of meetings and updates.</li> <li>• DODD 5000.01 – <i>The Defense Acquisition System</i></li> <li>• DODD 8320.03 – <i>Unique Identification Standards for a Net-Centric Department of Defense</i></li> <li>• DODI 5000.02 – <i>Operation of the Defense Acquisition System</i></li> <li>• DODI 4151.19 – <i>Serialized Item Management (SIM) for Materiel Maintenance</i></li> <li>• DODI 8320.04 – <i>Item Unique Identification (IUID) Standards for Tangible Personal Property</i></li> <li>• DOD 4140.1-R – <i>DOD Supply Chain Material Management Regulation</i></li> <li>• MIL-STD-129P(4) – <i>Military Marking for Shipment and Storage</i></li> <li>• MIL-STD-130N(1) – <i>Identification Marking of U.S. Military Property</i></li> <li>• AFI 63-101 – <i>Acquisition and Sustainment Life Cycle Management</i></li> </ul>	

Section	Description
	<ul style="list-style-type: none"> <li>• <i>AF IUID Class VII AFEMS Implementation and Sustainment Plan</i></li> <li>• <i>AF IUID Class IX Reparables Legacy Marking Plan</i></li> </ul>
<p><b>XXXIV. Issue Statement</b></p>	<p>The AF AIT PMO regularly engages with AIT solutions developers, system program offices, and AF functional leads. Through this interaction, the AF AIT PMO observed that a number of duplicated modules of functionality were being developed independently resulting in increased development and sustainment costs for the AF. To address this issue, the AF AIT PMO decided to design, develop, and sustain common modules of AIT functionality as enterprise AIT services that can be used by any AIT solution hosted on the EDCL architecture or any AIS interfacing with EDCL.</p>
<p><b>XXXV. Overall Objective(s)</b></p>	<p>Leveraging enterprise AIT services enables the AF to centrally develop, deploy and maintain common AIT capabilities that can be used across functional domains. The AF will realize a cost savings as duplicative capability will not be designed, developed, and sustained within functional stovepipes. Furthermore, the AF will reduce its overall risk by ensuring its enterprise AIT services are tested and in compliance with all applicable standards.</p>
<p><b>XXXVI. Supporting Activities</b></p>	<p>The AIT PMO is developing the following enterprise AIT services and are available to AIT solutions hosted on the EDCL architecture and AISs that interface with EDCL:</p> <ul style="list-style-type: none"> <li>• <b>Enterprise Unique Item Identifier (UII) Read (EUR)</b> - EUR provides capability to read and query UII marked items. EUR is capable of validating UIIs in accordance with MILSTD 130 and DOD Item Unique Identification (IUID) standards. EUR is also capable of querying the DOD IUID Registry and other AF data sources.</li> <li>• <b>Enterprise Registration</b> – Provides capability to register an IUID marked asset with the DOD IUID Registry and AF data sources.</li> <li>• <b>Enterprise Inventory</b> – Provides a configurable inventory capability that applies across EDCL-hosted AIT solutions and is capable of leveraging multiple forms of AIT to include linear barcode, two dimensional barcode, and passive Radio Frequency Identification (pRFID). The Enterprise Inventory will also provide capability for functional areas that do not have an AIT solution hosted on EDCL.</li> </ul> <p>Both the EUR and the Enterprise Registration capability are part of the EDCL IUID Suite which provides IUID</p>

Section	Description								
	capabilities to AIT solutions and interfacing AISs.								
<b>XXXVII. Detailed Action Plan</b>	<p>The EUR and Enterprise Registration capabilities are already deployed and available for use in the current release of EDCL. The Enterprise Inventory capability is in development and has the milestones listed below:</p> <table border="1" data-bbox="583 539 1381 662"> <thead> <tr> <th data-bbox="583 539 1167 571"><i>Key Milestones</i></th> <th data-bbox="1167 539 1381 571"><i>Target Dates</i></th> </tr> </thead> <tbody> <tr> <td data-bbox="583 571 1167 604"><i>Award Enterprise Inventory Contract</i></td> <td data-bbox="1167 571 1381 604"><i>1QFY2013</i></td> </tr> <tr> <td data-bbox="583 604 1167 636"><i>Complete Enterprise Inventory Development</i></td> <td data-bbox="1167 604 1381 636"><i>4QFY2013</i></td> </tr> <tr> <td data-bbox="583 636 1167 662"><i>Deploy Enterprise Inventory on EDCL</i></td> <td data-bbox="1167 636 1381 662"><i>2QFY2014</i></td> </tr> </tbody> </table>	<i>Key Milestones</i>	<i>Target Dates</i>	<i>Award Enterprise Inventory Contract</i>	<i>1QFY2013</i>	<i>Complete Enterprise Inventory Development</i>	<i>4QFY2013</i>	<i>Deploy Enterprise Inventory on EDCL</i>	<i>2QFY2014</i>
<i>Key Milestones</i>	<i>Target Dates</i>								
<i>Award Enterprise Inventory Contract</i>	<i>1QFY2013</i>								
<i>Complete Enterprise Inventory Development</i>	<i>4QFY2013</i>								
<i>Deploy Enterprise Inventory on EDCL</i>	<i>2QFY2014</i>								
<b>XXXVIII. Measures of Success</b>	<ul style="list-style-type: none"> <li>• Expected Outcome: Reduce sustainment for duplicative custom solutions <ul style="list-style-type: none"> <li>○ KPI: Integrate enterprise AIT services into new and existing AIT solutions and AISs</li> </ul> </li> </ul>								
<b>XXXIX. Estimated Implementation Cost</b>	\$0 (Implementation complete or already fully funded)								
<b>XL. Key External Factors</b>	<ul style="list-style-type: none"> <li>• Ability of new trading partners to establish interface in GCSS-AF Integrated Framework</li> </ul>								

## DCC-8 Enhanced Parachute Tracking

Section	Description	
<b>I. General Information</b>	<b>Short Title</b>	enhanced Parachute Tracking System (ePTS)
	<b>Materiel Developer</b>	PEO EIS, PD AMIS
	<b>Customer</b>	XVIII Airborne Corps, 82 <sup>nd</sup> Sustainment Brigade
	<b>Executive Sponsor</b>	US Army G-4
<b>II. Introduction (no more than .5 page)</b>	<p>ePTS is a pilot program to demonstrate an automated capability for serialized life cycle management of the new T-11 Parachute System that improves accountability, chain-of-custody tracking, and operational availability, while enhancing airworthiness and providing Commanders with a 360 degree view of Operational Readiness and the buildup of Combat Power. ePTS leverages passive Radio Frequency Identification (pRFID) for location and tracking visibility, CAC personal key identification (PKI) for task ownership, and item unique identification (IUID) for unambiguous identification and accountability. The system includes both main and reserve parachutes. The ePTS provides a web-based automated system to manage parachutes from delivery to disposal; manage rigger roles and permissions based on training qualification and certifications management; and life cycle management of parachutes by serial number or Item Unique Identification (IUID).</p> <p><b>Military Operations Phase:</b> The ePTS pilot is in sustainment (S) pending roll-out decision.</p> <p><b>Scenario(s) or Model(s):</b>            The ePTS pilot is an initial component of the E2E supply chain to comply with Serialized Item Tracking using IUID for chain of custody accountability of Class VII parachutes.</p> <ul style="list-style-type: none"> <li>• Effective employment of automatic identification technology (AIT)</li> <li>• Provides 360 degree readiness of the inventory</li> <li>• Life Cycle Management of parachutes from manufacture to disposal</li> <li>• Future capability to include electronic data exchange for maintenance</li> <li>• Converge capability with the Army future logistics enterprise – Global Combat Support System – Army (GCSS-A)</li> </ul> <p><b>Process Area(s) and Sub process Areas(s) if applicable:</b></p> <ul style="list-style-type: none"> <li>• Planning</li> <li>• Inventory Management</li> <li>• Roles and responsibilities</li> <li>• Packing</li> <li>• Internal Distribution</li> <li>• Warehousing and Storage</li> <li>• Issue and Receiving</li> <li>• Trending and Life Cycle Management (LCM)</li> <li>• Technical and Quality Assurance</li> <li>• Airworthiness and Safety</li> </ul>	
<b>III. Supporting References</b>	<ul style="list-style-type: none"> <li>• Army AIT Operational Requirement Document (ORD) Jun 94</li> <li>• DoD IUID Policy Jul 2003 w/update Apr 2007</li> </ul>	

Section	Description
<b>(no more than .5 page)</b>	<ul style="list-style-type: none"> <li>• Army IUID Strategy Sep 2008</li> <li>• Army IUID implementation Plan Jul 2009</li> <li>• DoD AIT CONOPS, USTRANSCOM Jun 08</li> <li>• User Requirements submitted Jul 09 by CDR 82<sup>nd</sup> Sustainment Brigade (SBDE)</li> <li>• User Requirement submitted by USASOC</li> <li>• Operational Needs Statement (ONS) signed by CDR 82<sup>nd</sup> SBDE</li> <li>• Validation of the ONS by HQDA G3/5/7 for 82<sup>nd</sup> SBDE</li> <li>• DoDI 8320-04 and Army policy for IUID compliance</li> <li>• HQDA G-4 Memorandum Waiver of Parachute Serial Number Management</li> </ul>
<b>IV. Issue Statement (no more than .5 page)</b>	<p>Property accountability, life cycle management, and chain of custody tracking of Army parachutes has been a manual, time consuming process since first introduced during World War II. The capability to sustain the materiel readiness of thousands of parachutes and segregate or remove from service the parachutes identified in Safety of Use Messages (SOU) or deficient, has required exhaustive labor without assured outcomes. The enhanced Parachute Tracking System (ePTS) will use the common access card (CAC) for process ownership, Item Unique Identification (IUID) for unambiguous inventory management of individual parachutes, and passive Radio Frequency Identification (pRFID) for automated life cycle management tracking. The ePTS will exchange data with the Property Book Unit Supply Enhanced (PBUSE) and the IUID. Together, ePTS and PBUSE will improve the property accountability and inventory management of parachutes, increase the accuracy of the chain-of-custody and shelf-life management of parachutes while in service, and provide a rapid means to locate and remove packed parachutes when safety of use is in question. The ePTS will improve the efficiency of Parachute Issue Facility (PIF) operations, improve planning, and increase operational availability and safety.</p>
<b>V. Overall Objective(s) (no more than .5 page)</b>	<ul style="list-style-type: none"> <li>• Provide parachute life cycle management (LCM) of parachutes to further enhance safety and force protection for airborne training and operations</li> <li>• Establish effective chain-of-custody tracking of all parachute pack, inspection, and issue processes using CAC PKI</li> <li>• Provide Commanders with a tool for operational availability and readiness status reports that provide 360 degree view of systems and process to support worldwide deployment of airborne forces; see combat build</li> <li>• Pilot the use of IUID on T-11 parachute systems to validate the credibility and reliability of the program</li> <li>• Reduce the time to inventory parachute systems</li> <li>• Provide the capability to quickly and accurately respond to safety issues (SOU) and rigger misconduct that might impact on parachute operations</li> <li>• Inclusion of other parachute system types and models</li> <li>• Virtualization (web-enabled cloud computing) of the architecture</li> <li>• Deployment to 4 additional high OPTEMPO geographic locations</li> <li>• Inclusion of maintenance tasks per parachute TM Maintenance Allocation Chart (MAC)</li> <li>• Improve Ergonomics of mobile devices and tracking equipment</li> <li>• Lift the waiver for serial tracking of parachutes (HQDA G-44S Memo)</li> <li>• Provide initial capability for integration with Army accountability and maintenance systems of record and convergence into the future logistics enterprise ERP</li> <li>• Cradle-to-grave Life Cycle Management and E2E supply chain visibility</li> </ul>

Section	Description			
	<ul style="list-style-type: none"> <li>• Deployment to remaining parachute handling sites under enterprise fielding</li> <li>• Create high performing units that effectively manage limited resources of high value serially managed equipment</li> </ul>			
<b>VI. Supporting Activities</b> <b>(no more than 1 page)</b>	<ul style="list-style-type: none"> <li>• 82<sup>nd</sup> SBDE user requirement submitted to HQDA G-4 Sep 2009</li> <li>• Stakeholder IPT formed and process review begins Oct 2009</li> <li>• Briefed Army Logistics Business Process Council for Support and Funding, Directive #36 Feb 2010</li> <li>• HQDA G-4 Directs the pilot project be initiated May 2011</li> <li>• Pilot Demonstration Task Order Awarded Sep 2011</li> <li>• Independent Government Cost Estimate for full implementation of Army and USASOC sites Oct 2011</li> <li>• Cost Benefit Analysis (CBA) completed Mar 2012</li> <li>• Briefed the Log Domain Council of Colonels Mar 2012</li> <li>• Briefed to Log Executive Steering Committee Mar 2012</li> <li>• Pilot system testing Jul 2012</li> <li>• System infrastructure installation completed at Ft Bragg Jun 2012</li> <li>• User and Administrator Training Jul 2012</li> <li>• Government User System Acceptance and Validation testing Aug 2012</li> <li>• Approved Authority to Operate (ATO) Aug 2012</li> <li>• 82<sup>nd</sup> SBDE Operational Needs Statement (ONS) validated by HQDA G3/5/7 Aug 2012</li> <li>• Pilot demonstration Initial Operational Capability (IOC) Nov 2012</li> <li>• Brief the HQDA DG-4 on performance measures and ROI Mar 2013</li> <li>• Demonstration to key leadership as pre-Go-Live endorsement Mar 2013</li> <li>• Brief the virtualization plan using DISA Forge to reduce cost May 2013</li> <li>• Go-Live Decision Briefing TBD</li> </ul>			
<b>VII. Detailed Action Plan</b> <b>(no more than 1 page)</b>	<i>Key Milestones</i>	<i>Target Dates</i>	<i>OPR</i>	<i>Support</i>
	Technical Proof of Concept	1QFY2008	PEO Soldier, PM SCIE	HQDA G-46
	Complete User Requirement	4QFY2009	82 <sup>nd</sup> SBDE, XVIII ABN Corps	HQDA G-46
	Conduct Pilot Demonstration	4QFY2013	82 <sup>nd</sup> SBDE, XVIII ABN Corps	HQDA G-46 PEO EIS, PD AMIS PEO Soldier, PM SCIE
	Log Domain ESC	4QFY2013	PD AMIS and PM SCIE 82 <sup>nd</sup> SBDE	HQDA G-46 PEO EIS PEO Soldier
	Conduct Stakeholder IPT	Monthly	PD AMIS	HQDA G-46 82 <sup>nd</sup> SBDE
	Virtualization and Accreditation	4QFY2013	HQDA G-6 CIO PD AMIS	HQDA G-46
	Performance Measures/Metrics Monitored	2QFY2013 to 4QFY2013	PD AMIS 82 <sup>nd</sup> SBDE	HQDA G-46
	Benefits Realized	4QFY2013	PD AMIS 82 <sup>nd</sup> SBDE	HQDA G-46
	Approval for FOC Go-Live	1QFY2014	PEO EIS, PD AMIS, 82 <sup>nd</sup> SBDE	HQDA G-46 HQDA G-3/5/7 USACASCOM

Section	Description
	<p>Explanation of chart or graphic here: HQDA G-46 is the Army Sponsoring Agency and responsible for overall policy and funding; G-44S is the functional proponent aerial delivery systems; USA CASCOM is the enterprise system developer/tactical capability manager and requirement validation agency; PEO EIS PD AMIS is the materiel developer; 82<sup>nd</sup> SBDE is the user of the system. Pilot demonstration is being completed and documented under task order from PD AMIS. Monthly stakeholder IPT's and ECP reviews is charting progress and configuration management. Performance measures / metrics have been developed along the KPPs to assess the Ev and ROI. PD AMIS is responsible for presenting the progress reports and ROI to the HQDA G-4 for final determination of the path ahead planning and deployment. CASCOM is determining the place for the system in the future enterprise ERP using DOTMLPF assessment processes. Subject to positive benefits and ROI the PEO EIS as the senior materiel development agency, in consultation with stakeholders, will make the decision on 'go live' full operational capability. Expected FOC for cloud architecture deployment across all Army parachute handling activities is 2QFY2014, SAF. The convergence into the future Army logistics enterprise of parachute tracking capability as defined by the pilot and further deployment architecture will be a senior Army leadership decision made in conjunction with GCSS-A wave 2 / 3 fielding.</p>
<p><b>VIII. Measures of Success</b> (no more than .5 page)</p>	<p>The ePTS KPPs consist of verifiable performance measures and associated metrics required to evaluate system capabilities. If the ePTS does not meet its key performance parameter thresholds, it will not be capable of accomplishing the accountability and chain-of-custody tracking within the parachute life cycle management (LCM) mission area as required. The ePTS KPPs were developed utilizing the AIT ORD, Appendix D to the AIT ORD, Chairman of the Joint Chiefs of Staff Instruction (CJCSI) 6212.01E, Interoperability and Supportability Of Information Technology and National Security Systems, and other requirements documents. The ePTS KPPs also support the Net-Ready Key Performance Parameter (NR-KPP) and as well as other required KPPs such as materiel availability, schedule, and training.</p> <ul style="list-style-type: none"> <li>• Expected outcome: Complete the Pilot Demonstration by 4Q2013 <ul style="list-style-type: none"> <li>○ KPI: Conduct quarterly performance measure review</li> <li>○ KPI: Conduct monthly configuration management IPT</li> <li>○ KPI: Develop requirements for long-term fielding decision</li> </ul> </li> <li>• Expected outcome: Complete validation of information assurance of data to support chain of custody and asset management <ul style="list-style-type: none"> <li>○ KPI: Completion of formal vulnerability assessment</li> <li>○ KPI: Complete bi-monthly system and operating system patches under the terms of the CoN for ATO</li> </ul> </li> <li>• Expected outcome: Increased supply chain performance <ul style="list-style-type: none"> <li>○ KPI: Improved accountability by Serial Number</li> <li>○ KPI: Reduction in inventory processing times</li> <li>○ KPI: Improved inventory accuracy by SN and IUID UII</li> </ul> </li> <li>• Expected Outcome: Improved logistics decision-making <ul style="list-style-type: none"> <li>○ KPI: Improved visibility of parachute status for leadership</li> <li>○ KPI: Reduced ad-hoc phone and email for status updates</li> </ul> </li> <li>• Expected Outcome: Improved flexibility and scalability <ul style="list-style-type: none"> <li>○ KPI: System operation in a cloud environment</li> <li>○ KPI: Common look and feel across all parachute facilities worldwide</li> </ul> </li> <li>• Expected Outcome: Increased customer confidence <ul style="list-style-type: none"> <li>○ KPI: 360 degree readiness visibility on demand</li> <li>○ KPI: Reduced time to respond to SOU</li> </ul> </li> </ul>

Section	Description
	<ul style="list-style-type: none"> <li>○ KPI: Increased accountability during SOU investigated results</li> <li>○ KPI: Lower labor burden to sustain LCM using SN/UID</li> </ul>
<b>IX. Estimated Implementation Cost</b>	<ul style="list-style-type: none"> <li>- FY08-2QFY13 Proof of technical concept and pilot implementation: \$2.1M</li> <li>- 3Q-4QFY13 pilot sustainment: \$400K</li> <li>- FY14 System re-host, hardware refresh, mod to the cloud: \$843K</li> <li>- FY15-Army-wide deployment beginning with Top 4 geographic locations w/concurrent sustainment: \$4.9M</li> </ul>
<b>X. Key External Factors</b>	The chain of custody information for parachutes today are maintained in a notebook with hand written information and signatures by the Riggers.



Section	Description			
<b>(no more than .5 page)</b>	HR and PE. Provides strategic over-watch on movement of HR and PE, allowing Service casualty HQs to staff to the mission. Integrates Radio Frequency In-Transit Visibility of PE. Supports multiple theaters, joint/coalition and civilian events			
<b>Supporting Activities (no more than 1 page)</b>	In 2005 it was determined that there was urgent and compelling need to expand the functionality of DCIPS to incorporate a Mortuary Affairs Reporting and Tracking System capability to support the recovery, processing, and evacuation of remains, personal effects and personal property within the Joint Area of Operations, and to the servicing mortuary.”			
<b>Detailed Action Plan (no more than 1 page)</b>	<b>Program of Actions and Milestones</b>			
	<i>Key Milestones</i>	<i>Target Dates</i>	<i>OPR</i>	<i>Support</i>
	Requests mortuary affairs (MA) functionality in DCIPS // Inter-Service board approves development	FY 03-04	Combined Arms Support Command (CASCOM)	HQDA, G-4
	System design begins based on Joint Pub 4-06, CASCOM requirements, and CENTCOM Operational Needs Statement:	FY 05	HQDA G-1	PM J-AIT
	Funding for MARTS completion // USTRANSCOM “Logbook” MA module created as a stop-gap measure by MNC-Iraq	FY 06	Joint Staff J4	
	MARTS completed // Training begins for MA students	FY 07	QMC&S, Fort Lee:	CASCOM, HQDA G-4
<b>Measures of Success (no more than .5 page)</b>	<ul style="list-style-type: none"> <li>• Mortuary Affairs Reporting and Tracking System (MARTS) is a further capability of the Defense Casualty Information Processing System (DCIPS). MARTS will be fielded to support the evacuation and tracking of Human Remains (HR) and Personal</li> </ul>			

Section	Description
	<p>Effects (PE). Events Logbook (ELB) is the current method of tracking HRs and PEs. ELB is a data archived not originally designed to perform MA supporting functions. MARTS will expand current capabilities by accessing data through DCIPS and integrate Reporting and Tracking into one application.</p> <ul style="list-style-type: none"> <li>• Failure to approve this funding would prevent an already developed system to not be fielded resulting in loss of return on investment and failure to provide our 92Ms with a tool to support their extremely important and difficult mission. With no supplemental funds, CMAOC will not be able to operate and sustain MARTS.</li> </ul>
<p><b>Estimated Implementation Cost</b></p>	<p>OBL: \$980K  Projected: \$1.280M  Total Cost: \$2.260</p>
<p><b>Key External Factors</b></p>	

## DCC-10 Army Mobility Asset Tracking System (AMATS)

Section	Description	
<b>XI. General Information</b>	Short Title	Next Generation Wireless Communication (NGWC)/Army Mobility Asset Tracking System (AMATS)
	<b>Organization</b>	HQ DA G-4
	<b>Customer</b>	Army units/agencies
	<b>Executive Sponsor</b>	Army G-4 LIA
<b>XII. Introduction</b>	<p>Next Generation Wireless Communication (NGWC) project is technology development and integration effort focused on the development of a secure wireless sensor mesh network that will provide enhanced situational awareness to the Warfighter who does not currently have the ability to know in near real-time the location, condition, and operational status of their equipment and supplies. The lack of near real-time asset capabilities have resulted in loss of equipment, bottle necks during retrograde operations that negatively affected cost, schedule and performance of the overarching retrograde and Army Preposition Stocks (APS) mission.</p> <p>Army Mobility Asset Tracking System (AMATS) is a secure web based wireless technology using NGWC as the technological backbone. AMATS minimizes risk by providing all managers throughout the process with the ability to know where wholesale and retail equipment is within a process by providing precise GPS (Global Positioning System) location of equipment in near real-time. AMATS equipment sensors reports longitude and latitude every 24 hours or when movement occurs. AMATS allows managers to view through a web based desktop application the ability to accurately identify equipment locations using Google Maps for government; identify friction points proactively, by analyzing dwell times and equipment levels by yard allowing for efficiently reallocation of resources to gain efficiencies throughout the process. Deploying AMATS technology as solution to close the gaps with the current process will significantly improve asset accountability and government oversight throughout retrograde and APS operations.</p>	
<b>XIII. Supporting References</b>	<ul style="list-style-type: none"> <li>• Army Materiel Command (AMC) Memo Response and Recommendation; 24 Jan 2012</li> <li>• Army Regulation ; AR 700-80 (Army In-Transit Visibility); 24 Sep 2008</li> </ul>	
<b>XIV. Issue Statement</b>	<p>Army/DoD has suboptimal asset visibility today using Radio Frequency Identification (RFID) tags, readers barcode scanners, various information systems, and human intervention. Army/DoD needs an enterprise capability to continuously track and monitor key assets and relay asset status data to Automated Information Systems (AIS) to provide decision-makers with near real-time, actionable information about the location and status of equipment, supplies and materiel across the enterprise. Knowing the location and status of assets is a critical element of battle-space awareness. Commanders may be unable to maximize combat capability if they do not know where their assets are located and the operational condition of those assets. Army/DoD does not have an affordable multi-task Automatic Identification Technology (AIT) that works in austere environments, and provide reliable near real-time visibility, collects and relays continuous asset status data, and can support military operations and logistics as well as DoD-contracted commercial support. The NGWC wireless sensor mesh network can satisfy these requirements with global, near real-time logistics and sensor information capability.</p>	
<b>XV. Overall Objective(s)</b>	To demonstrate NGWC as an end-to-end In-Transit Visibility (ITV) enabler; capability to deliver ITV data reliably/ efficiently to operational AIS, and from austere locations. AMATS will support ITV and collection of sensor data from tags monitoring equipment condition.	
<b>XVI. Supporting Activities</b>	<p>NGWC is currently undergoing a Joint Capability Technology Demonstration (JCTD) to proof out its' capabilities. The NGWC JCTD is conducted via a phased approach.</p> <p><b>Year 1:</b> Technical and operational demonstrations to test, demonstrate and deliver a ready-to-use</p>	

Section	Description																																
	<p>system, interoperable with active Radio Frequency Identification (RFID):</p> <ul style="list-style-type: none"> <li>• Track both NGWC mesh tags and RFID tags, compare asset tracking and ITV</li> <li>• Write NGWC mesh tags over the mesh – no need to “burn” tags</li> <li>• Certify encryption of data at rest and in motion</li> <li>• Demonstrate application in tracking Item Unique Identification</li> <li>• Demonstrate and deliver a container mesh tag with intrusion detection</li> </ul> <p><b>Year 2:</b> Technical and operational demonstrations to test, demonstrate and deliver interface to Common Logistics Operating Environment (CLOE) and Condition Based Maintenance Plus (CBM+) sensors and devices</p> <ul style="list-style-type: none"> <li>• Route sensor data from the field to logistics systems</li> <li>• Develop applications with systems (e.g., CLOE, USMC autonomic logistics, CBM+, Standard Army Maintenance System-Enhanced, and Ground Combat Support Systems-Army) so the mesh-collected sensor data can be analyzed and acted on by any user</li> <li>• Demonstrate NGWC concurrently collecting asset sensor data and ITV data</li> <li>• Joint Operational Utility Assessment</li> </ul> <p><b>Transition:</b> NGWC protocol and software, and DoD-compliant architecture will transition to and be sustained by Army Program Executive Office Enterprise Information Systems. Extended use of interim capability by Services and Combatant Commands.</p>																																
<p><b>XVII. Detailed Action Plan</b></p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;"><i>Key Milestones (Major Tasks)</i></th> <th style="text-align: left;"><i>Target Dates</i></th> <th style="text-align: left;"><i>OPR</i></th> <th style="text-align: left;"><i>Support</i></th> </tr> </thead> <tbody> <tr> <td>Operational/ process improvement analysis</td> <td><i>1<sup>st</sup> Qtr FY 2014</i></td> <td><i>DA G-4 LIA</i></td> <td><i>HQ DA G-4</i></td> </tr> <tr> <td>Develop CONOPS/TTP and finalize</td> <td><i>4<sup>th</sup> Qtr FY 2014</i></td> <td><i>DA G-4 LIA</i></td> <td><i>HQ DA G-4</i></td> </tr> <tr> <td>Device and software design</td> <td><i>4<sup>th</sup> Qtr FY 2013</i></td> <td><i>DA G-4 LIA</i></td> <td><i>HQ DA G-4</i></td> </tr> <tr> <td>Build and test software/hardwar e components</td> <td><i>4<sup>th</sup> Qtr FY 2014</i></td> <td><i>DA G-4 LIA</i></td> <td><i>HQDA G-4</i></td> </tr> <tr> <td>Systems integration</td> <td><i>2<sup>nd</sup> Qtr FY 2015</i></td> <td><i>DA G-4 LIA</i></td> <td><i>HQ DA G-4</i></td> </tr> <tr> <td>Technical demonstration</td> <td><i>4<sup>th</sup> Qtr FY 2014</i></td> <td><i>DA G-4 LIA</i></td> <td><i>HQ DA G-4</i></td> </tr> <tr> <td>Operator training</td> <td><i>2<sup>nd</sup> Qtr FY 2015</i></td> <td><i>DA G-4 LIA</i></td> <td><i>HQ DA G-4</i></td> </tr> </tbody> </table> <p>Operational demonstration and assessments</p> <p>Operational utility assessment reports</p>	<i>Key Milestones (Major Tasks)</i>	<i>Target Dates</i>	<i>OPR</i>	<i>Support</i>	Operational/ process improvement analysis	<i>1<sup>st</sup> Qtr FY 2014</i>	<i>DA G-4 LIA</i>	<i>HQ DA G-4</i>	Develop CONOPS/TTP and finalize	<i>4<sup>th</sup> Qtr FY 2014</i>	<i>DA G-4 LIA</i>	<i>HQ DA G-4</i>	Device and software design	<i>4<sup>th</sup> Qtr FY 2013</i>	<i>DA G-4 LIA</i>	<i>HQ DA G-4</i>	Build and test software/hardwar e components	<i>4<sup>th</sup> Qtr FY 2014</i>	<i>DA G-4 LIA</i>	<i>HQDA G-4</i>	Systems integration	<i>2<sup>nd</sup> Qtr FY 2015</i>	<i>DA G-4 LIA</i>	<i>HQ DA G-4</i>	Technical demonstration	<i>4<sup>th</sup> Qtr FY 2014</i>	<i>DA G-4 LIA</i>	<i>HQ DA G-4</i>	Operator training	<i>2<sup>nd</sup> Qtr FY 2015</i>	<i>DA G-4 LIA</i>	<i>HQ DA G-4</i>
<i>Key Milestones (Major Tasks)</i>	<i>Target Dates</i>	<i>OPR</i>	<i>Support</i>																														
Operational/ process improvement analysis	<i>1<sup>st</sup> Qtr FY 2014</i>	<i>DA G-4 LIA</i>	<i>HQ DA G-4</i>																														
Develop CONOPS/TTP and finalize	<i>4<sup>th</sup> Qtr FY 2014</i>	<i>DA G-4 LIA</i>	<i>HQ DA G-4</i>																														
Device and software design	<i>4<sup>th</sup> Qtr FY 2013</i>	<i>DA G-4 LIA</i>	<i>HQ DA G-4</i>																														
Build and test software/hardwar e components	<i>4<sup>th</sup> Qtr FY 2014</i>	<i>DA G-4 LIA</i>	<i>HQDA G-4</i>																														
Systems integration	<i>2<sup>nd</sup> Qtr FY 2015</i>	<i>DA G-4 LIA</i>	<i>HQ DA G-4</i>																														
Technical demonstration	<i>4<sup>th</sup> Qtr FY 2014</i>	<i>DA G-4 LIA</i>	<i>HQ DA G-4</i>																														
Operator training	<i>2<sup>nd</sup> Qtr FY 2015</i>	<i>DA G-4 LIA</i>	<i>HQ DA G-4</i>																														

Section	Description						
	Transition – includes CDD <sup>1</sup> by 1Q, year 2  <i>Explanation of chart or graphic here:</i>						
<b>XVIII. Measures of Success</b>	<b>Warfighter Capability</b>	<b>Technical Attribute</b>	<b>Measure</b>	<b>Metric</b>	<b>Current aRFID Capability</b>	<b>Threshold</b>	<b>Objective</b>
	Timely reporting with rapid updates of arrival, movement	First mesh report upon arrival	Time	Time from arrival in a mesh until first report arrives at server	<2 hours after passing node. Not continuous	<20 minutes, and then continuous	<10 minutes, and then continuous
	Reliable reporting so users are confident the data is correct	Message reliability	Percent	Percent of messages generated by mesh sensors that are received at server	~90% availability	>99.5%	>99.9%
	Accurate reporting and condition data for decision support	Sensor data is received	Percent	Vehicle sensor data accurately and completely received at server	Rarely used, data often too late	>99%	>99.5%
	Ease of support – System operable through failures	Mesh recovery	Percent	Percent of mesh sensors that report after gateway change	Limited redundancy	>99%	>99.9%
	Ease of support – Large scale operations without user action	Support workload	Required skills and hours	Skills and hours necessary to setup a mesh. Also determine tag to gateway ratio.	Deployed and maintained by FSE's in the field	Soldier deployed, >750:1	Soldier deployed, >1500:1
	Ease of support – demonstrate long battery life for reliability	Mesh tag operations	Years	Measure power consumption in nominal mesh participation profile to determine battery life	Battery often replaced for each shipment	>3.5 Years	>4.0 Years
	Emissions Control (EMCON), HERO/F/P and encryption of data at rest and in motion	Encryption	FIPS Certified	Demonstrate that the mesh devices encrypt data at rest and in motion. Demonstrate that devices cannot be used to trigger IED.	Not encrypted on tag or over RF.	FIPS ready HERO , HERF, HERP tested	FIPS certified HERO , HERF, HERP certified

<sup>1</sup> Capabilities Development Document

Section	Description
<b>XIX. Estimated Implementati on Cost</b>	<p>Estimated Implementation Costs \$16.84</p> <ul style="list-style-type: none"> <li>-Cost estimates reflects replacement of existing aRFID interrogators/tags with NGWC mesh gateways and tags as well as fielding of mesh enables handheld devices, training, etc.</li> <li>-The NGWC SEP requires ~\$1.9M in R&amp;D funding to complete the development and testing of the protocol in its final configuration for CBM+/S&amp;RL applications. An Additional \$450K in R&amp;D is required to integrate JDTAV 2.5 read/write capability to support tech migration from aRFID to mesh.</li> </ul>
<b>XX. Key External Factors</b>	<ul style="list-style-type: none"> <li>-NGWC SEP is pending Army decision to replace aRFID with NGWC Mesh AIT as a tech refresh for current data capture capability.</li> <li>-Army agreement on JCIDS traceability for NGWC Mesh solution</li> <li>-DA CIO/G6 endorsement of the NGWC mesh protocol from a networks standpoint</li> </ul>

## Data Standards and Integration (DSI)

### *DSI-1 Asset Visibility (AV) Migration into Integrated Data Environment (IDE)/Global Transportation Network (GTN) Convergence (IGC)*

Section	Description	
<b>XI. General Information</b>	<b>Short Title</b>	Standardized GCC ITV Issuance Template
	<b>Organization</b>	United States Transportation Command (USTRANSCOM)
	<b>Customer</b>	Geographic Combatant Commands
	<b>Executive Sponsor</b>	USTRANSCOM Logistics Enabling Support Division (TCJ4-T)
<b>XII. Introduction</b>	<p>The Secretary of Defense designated USTRANSCOM as the Department of Defense (DoD) Lead Proponent for ITV. The purpose of the ITV template is to provide the GCCs with a document that can be used as the framework for developing a Combatant Command (CCMD) ITV issuance. By using the template, GCCs will ensure policies, procedures, business processes, systems, and technologies are synchronized for effective ITV throughout the deployment/redeployment and distribution/retrograde pipeline.</p> <p><b>Military Operations Phase:</b> Deployment (D), sustainment (S), redeployment (R), and non-military mission operations.</p> <p><b>Scenario(s) or Model(s):</b>            The GCC ITV Issuance will cover the following areas:</p> <ul style="list-style-type: none"> <li>• Force deployment and redeployment (personnel and material)</li> <li>• Sustainment of forces (personnel and material)</li> <li>• Retrograde, to include multimodal (material)</li> <li>• Human remains and their personal effects</li> <li>• Humanitarian support (personnel and material)</li> <li>• Multinational support (personnel and material)</li> <li>• Interagency support (personnel and material)</li> </ul>	

	<p><b>Process Areas and Sub-process Areas if applicable:</b> The GCC ITV Issuance Template addresses the transportation segment of the supply chain and the Defense Transportation System (DTS). The sub-process areas covered are:</p> <ul style="list-style-type: none"> <li>• Entry into the DTS (AIS<sup>1</sup>, AIT<sup>2</sup>, EDI<sup>3</sup>)</li> <li>• Receipt at entry, in-transit, and final delivery points (AIS, AIT, EDI)</li> <li>• Internal handling at entry, in-transit, and final delivery points (AIS, AIT, EDI)</li> <li>• Manifesting (AIS)</li> <li>• Delivery at entry, in-transit and final delivery points (AIS, AIT EDI)</li> <li>• Departure from entry, in-transit and final delivery points (AIS, AIT, EDI)</li> <li>• Final receipt at supply point (AIS, AIT, EDI)</li> <li>• Geospatial location across DTS (AIT)</li> </ul>
<p><b>XIII. Supporting References</b></p>	<p>p. Joint Publication 4-0, “Joint Logistics” – July 18, 2008</p> <p>q. DoD Directive 5100.01, “Functions of the Department of Defense and Its Major Components” – December 21, 2010</p> <p>r. Joint Publication 3-35, “Deployment and Redeployment Operations” – May 7, 2007</p> <p>s. DoD Directive 5134.01, “Under Secretary of Defense for Acquisition, Technology, and Logistics (USD(AT&amp;L))” – December 9, 2005</p> <p>t. Joint Publication 4-09, “Distribution Operations,” – Feb 5, 2010</p> <p>u. DoD Under Secretary of Defense (Acquisition, Technology and Logistics) Memorandum, “Radio Frequency Identification (RFID) Policy” – July 30, 2004</p> <p>v. DoD 4140.0-R, “DoD Supply Chain Material Management Regulation” – May 23, 2003</p>

<sup>1</sup> AIS = Automated Information Systems

<sup>2</sup> AIT = Automatic Identification Technology

<sup>3</sup> EDI = Electronic Data Interchange

	<p>w. Defense Transportation Regulation (DTR), all parts, current editions</p> <p>x. DoDD 5158.04, United Transportation Command (USTRANSCOM), July 27, 2007</p> <p>y. DoDI 5158.06, Distribution Process Owner (DPO), 11 September 2007</p> <p>z. SECDEF Memorandum, Designation of US Transportation Command (USTRANSCOM) as the DoD Lead Proponent for In-Transit Visibility (ITV), August 17, 2011</p> <p>aa. USD AT&amp;L Memorandum Lead Proponent for RFID and Related AIT Implementation for the DoD Supply Chain – September 26, 2006</p>								
<b>XIV. Issue Statement</b>	ITV policies and procedures are not standardized among CCMDs, which may cause confusion among warfighters as they deploy from one area of responsibility to another. It also increases the requirement for recurring training, impacting efficiency and effectiveness throughout the enterprise.								
<b>XV. Overall Objective(s)</b>	Provide GCCs with a template that has a generic policy statement, generic listing of responsibilities and procedures, and updated AIS and AIT information that is designed to improve the documentation and execution of both enterprise-wide and theater-specific ITV business processes. The GCC ITV Issuance Template standardizes basic information, responsibilities, and procedures applicable to all GCCs.								
<b>XVI. Supporting Activities</b>	<p>USTRANSCOM J4-T will complete the listed tasks to complete the construction of the GCC ITV Issuance Template:</p> <ul style="list-style-type: none"> <li>• Collaborate with each GCC and Joint Staff (JS) on the concept of a standardized template</li> <li>• Coordinate with internal USTRANSCOM stakeholders</li> <li>• Create a common document storage location to ensure accessibility by all stakeholders</li> <li>• Provide stakeholders a rough outline</li> <li>• Share incremental changes with stakeholders</li> <li>• Staff final draft with stakeholders</li> <li>• Post final product on a common document storage location for GCC access</li> </ul>								
<b>XVII. Detailed Action Plan</b>	<table border="1"> <thead> <tr> <th>Key Milestones</th> <th>Target Dates</th> <th>OPR</th> <th>Support</th> </tr> </thead> <tbody> <tr> <td>GCC/JS/USTRANSCOM staff socialization</td> <td>2QFY2013</td> <td>USTCJ4-T</td> <td></td> </tr> </tbody> </table>	Key Milestones	Target Dates	OPR	Support	GCC/JS/USTRANSCOM staff socialization	2QFY2013	USTCJ4-T	
Key Milestones	Target Dates	OPR	Support						
GCC/JS/USTRANSCOM staff socialization	2QFY2013	USTCJ4-T							

	<table border="1"> <tr> <td>GCC/JS/USTRANSCOM staff concurrence on outline</td> <td>3QFY2013</td> <td>USTCJ4-T</td> <td>GCCs/JS</td> </tr> <tr> <td>GCC/JS/ USTRANSCOM action officer review</td> <td>2QFY2014</td> <td>USTCJ4-T</td> <td>GCCs/JS</td> </tr> <tr> <td>Final version complete</td> <td>3QFY2014</td> <td>USTCJ4-T</td> <td>GCCs/JS</td> </tr> <tr> <td>Final version posted in a common document storage location</td> <td>3QFY2014</td> <td>USTCJ4-T</td> <td></td> </tr> </table>	GCC/JS/USTRANSCOM staff concurrence on outline	3QFY2013	USTCJ4-T	GCCs/JS	GCC/JS/ USTRANSCOM action officer review	2QFY2014	USTCJ4-T	GCCs/JS	Final version complete	3QFY2014	USTCJ4-T	GCCs/JS	Final version posted in a common document storage location	3QFY2014	USTCJ4-T	
GCC/JS/USTRANSCOM staff concurrence on outline	3QFY2013	USTCJ4-T	GCCs/JS														
GCC/JS/ USTRANSCOM action officer review	2QFY2014	USTCJ4-T	GCCs/JS														
Final version complete	3QFY2014	USTCJ4-T	GCCs/JS														
Final version posted in a common document storage location	3QFY2014	USTCJ4-T															
<b>XVIII. Measures of Success</b>	<ul style="list-style-type: none"> <li>• Expected outcome: Completed GCC ITV template by 3QFY2014 <ul style="list-style-type: none"> <li>○ KPI: Accepted standardized GCC ITV template (actual implementation will be at the discretion of each GCC)</li> <li>○ Expected outcome: GCC ITV template available to users</li> <li>○ KPI: GCC ITV template posted on common document storage location</li> </ul> </li> </ul>																
<b>XIX. Estimated Implementation Cost</b>	<p>\$0</p> <p>The objective of this SEP is operational rather than monetary. It provides GCCs with a template that has a generic policy statement, generic listing of responsibilities and procedures, and updated AIS and AIT information to improve the documentation and execution of both enterprise-wide and theater-specific ITV business processes. The GCC ITV Issuance Template standardizes basic information, responsibilities, and procedures applicable to all GCCs and was produced through normal staff work with no additional funds.</p>																
<b>XX. Key External Factors</b>	<p>Availability of staff personnel – the main factor that will affect completion is availability of USTRANSCOM and GCC staff personnel due to higher priority work or due to sequestration and other budgetary pressures.</p>																

## DSI-2 IUID Implementation Plans

Section	Description	
<b>XI. General Information</b>	<b>Short Title</b>	<i>Item Unique Identification (IUID)</i>
	<b>Organization</b>	<i>DoD</i>
	<b>Customer</b>	<i>DoD</i>
	<b>Executive Sponsor</b>	<i>DoD</i>
<b>XII. Introduction</b> <b>(no more than .5 page)</b>	<p>The overall objectives for IUID are to mark and register identified asset populations to improve accountability and valuation, reduce hand entry errors and increase efficiency by scanning machine readable marks, enable SIM, and enable improved decision making by linking information in disparate systems utilizing the UII as a common data key.</p> <p><i>Specifically the UII will be:</i></p> <ul style="list-style-type: none"> <li>• <i>Used to uniquely identify an individual item</i></li> <li>• <i>Included in packaging labels to uniquely identify items without opening the box or preservation packaging</i></li> <li>• <i>Directly marked on items using a DataMatrix mark</i></li> <li>• <i>A mandatory data element to identify items and related data in logistics systems</i></li> <li>• <i>Passed in electronic transactions between systems</i></li> <li>• <i>Collected from bare item or packaging, during receipt, inventory, maintenance, and any other needed identification of uniquely managed items</i></li> </ul>	
<b>XIII. Supporting References</b> <b>(no more than .5 page)</b>	<ul style="list-style-type: none"> <li>• <i>DODD 8320.03 – Unique Identification Standards for a Net-Centric Department of Defense</i></li> <li>• <i>DODI 4151.19 – Serialized Item Management (SIM) for Materiel Maintenance</i></li> <li>• <i>DODI 8320.04 – Item Unique Identification (IUID) Standards for Tangible Personal Property</i></li> <li>• <i>DOD 4140.1-R – DOD Supply Chain Material Management Regulation</i></li> <li>• <i>MIL-STD-129 – Military Marking for Shipment and Storage</i></li> <li>• <i>MIL-STD-130 – Identification Marking of U.S. Military Property</i></li> </ul>	
<b>XIV. Issue Statement</b> <b>(no more than .5 page)</b>	<p>As a whole the DoD needs to make significant improvements in the areas of accountability and inventory valuation.</p> <ul style="list-style-type: none"> <li>• <i>The federal government <b>lacks complete and reliable information for reported inventory and other property and equipment</b></i></li> <li>• <i>These <b>longstanding problems with visibility and accountability</b> are a major impediment to achieving legislative goals for financial reporting and accountability.</i></li> <li>• <i>The risk is high that the Congress, managers of federal agencies, and other decision makers are <b>not receiving accurate information for making informed decisions</b> about future funding, oversight of federal programs involving inventory, and operational readiness</i></li> </ul>	
<b>XV. Overall Objective(s)</b> <b>(no more than .5 page)</b>	<p><i>Use of IUID across DoD will enhance:</i></p> <ul style="list-style-type: none"> <li>• <i>Asset visibility</i></li> <li>• <i>Property accountability</i></li> <li>• <i>Product lifecycle management</i></li> </ul>	

Section	Description						
	<ul style="list-style-type: none"> <li>• <i>Counterfeit materiel risk reduction</i></li> <li>• <i>Financial management</i></li> </ul>						
<p><b>XVI. Supporting Activities</b> <b>(no more than 1 page)</b></p>	<p>Supporting activities are separated into several major classifications:</p> <p><u>Marking initiatives</u></p> <ul style="list-style-type: none"> <li>• Marking of Legacy Items, to include cleansing existing AIS data</li> <li>• Enforcement of Vendor Marking Contract Clauses</li> </ul> <p><u>AIS Updates</u></p> <ul style="list-style-type: none"> <li>• Modifying business processes to utilize IUID</li> <li>• Updating systems to store and share IUID</li> <li>• Utilizing the shared data in business decisions</li> </ul> <p><u>AIT Infrastructure</u></p> <ul style="list-style-type: none"> <li>• Verifiers are needed to inspect the quality of the applied bar code mark</li> <li>• Mobile devices with bar code Imagers are required to read the IUID and communicate with the AIS</li> </ul> <p><u>Policy</u></p> <ul style="list-style-type: none"> <li>• Updates to policy are required to facilitate all of the above activities.</li> </ul> <p>IUID Implementation plans detailing the above activities have been created by all of the Services and DLA. These plans contain projected completion dates, and interim milestones. Information from the individual IUID implementation plans has been used to create a DoD Integrated Master Schedule.</p>						
	<table border="1" data-bbox="562 898 1346 1024"> <thead> <tr> <th data-bbox="562 898 1096 930"><i>Key Milestones</i></th> <th data-bbox="1096 898 1346 930"><i>Target Dates</i></th> </tr> </thead> <tbody> <tr> <td data-bbox="562 930 1096 992"><i>See Appendix G, IUID Integrated Master Schedules</i></td> <td data-bbox="1096 930 1346 992"></td> </tr> <tr> <td data-bbox="562 992 1096 1024"></td> <td data-bbox="1096 992 1346 1024"></td> </tr> </tbody> </table>	<i>Key Milestones</i>	<i>Target Dates</i>	<i>See Appendix G, IUID Integrated Master Schedules</i>			
<i>Key Milestones</i>	<i>Target Dates</i>						
<i>See Appendix G, IUID Integrated Master Schedules</i>							
<p><b>XVII. Measures of Success</b> <b>(no more than .5 page)</b></p>	<p>Progress against the plans is reported quarterly and discussed at the ODASD(SCI) lead IUID Working Group Meetings and at IPRs with the DASD(SCI).</p> <p>Implementation of IUID will contribute to:</p> <ul style="list-style-type: none"> <li>• Increased supply chain performance <i>through Improved inventory accuracy</i></li> <li>• Increased customer confidence <i>through reduced number of Reports of Discrepancy from delivery of wrong part or failed delivery altogether</i></li> </ul>						

### DSI-3 Enterprise Data Collection Layer

Section	Description
<b>XXI. General Information</b>	Short Title Enterprise Data Collection Layer (EDCL)
	<b>Organization</b> USAF
	<b>Customer</b> USAF
	<b>Executive Sponsor</b> HQ AF/A4I
<b>XLII. Introduction</b>	<p>Historically, Air Force (AF) Automatic Identification Technology (AIT) capabilities were tied to specific operational automated information systems (AISs). These custom applications are expensive to develop and maintain. The AF identified a need to decouple data collection components and business processes, as well as reduce the amount of configuration, maintenance, security, and overall hardware needed for AIT systems. The Enterprise Data Collection Layer (EDCL) was developed as a centralized controlling layer to meet this requirement and standardize AF AIT.</p> <p>EDCL meets AF needs for an effective way to disseminate accurate system-specific data among its various data collection tools and business processes. This requires architecture for integrating AIT into existing logistics systems and processes, as well as developing new AIT-enabled systems. The end goal of EDCL is for the AF to eventually manage all AIT, including Handheld Terminal (HHT), Commercial Mobile Devices and mobile device applications, as a service running on the evolving Global Combat Support System – Air Force (GCSS-AF) framework, an information technology (IT) enclave. EDCL acts as the central component to achieve timely and accurate information sharing among the AISs, functional business processes and automated data collection capabilities. Thus, EDCL supports (1) process improvement, (2) unique identification, (3) standards and integration, and (4) enhanced visibility. EDCL supports data collection in all phases of military operations to include Deployment (D), sustainment (S), and redeployment (R).</p> <p>Some AF functional business process areas and AIT applications / capabilities supported by EDCL include:</p> <ul style="list-style-type: none"> <li>• Base Supply (Asset Management)</li> <li>• Munitions Management (CAS AIT)</li> <li>• Field Maintenance (Point of Maintenance)</li> <li>• IUID Marking and Registration (Triad, AIMT, IUID Suite)</li> <li>• Nuclear Weapons Related Materiel Management (PIC Suite)</li> <li>• Passive or Active Radio Frequency Identification (pRFID / aRFID)</li> </ul>
<b>XLIII. Supporting References</b>	EDCL was commissioned by HAF/A4 as the result of an AF AIT Overview meeting. The direction and requirements for EDCL came from HAF/A4I during a series of meetings and updates.
<b>XLIV. Issue</b>	Previous to EDCL, each AF AIT capability was tightly coupled to one AIS. This implementation methodology resulted in data being collected and constrained to functional area stovepipes – data collected via AIT was very

Section	Description										
<b>Statement</b>	difficult to integrate to provide a holistic picture across the AF supply chain. Sharing data, if possible, required extensive changes to AF AISs in order to provide both the collected data and the appropriate context to understand the collected data.										
<b>XLV. Overall Objective(s)</b>	<p>Overall, the objective of EDCL is to standardize AIT architecture, deployment, and management across the AF enterprise. Sub-objectives include:</p> <ul style="list-style-type: none"> <li>• Standardize deployment and management of mobile device AIT capabilities and programs</li> <li>• Provide support for disconnected and casually connected operations to enable AIT regardless of network status or availability</li> <li>• Abstract differentness in mobile device hardware to enable a single version of an AIT program to work on any EDCL-compliant mobile device</li> <li>• Maximize the use of COTS</li> <li>• Centralize the data collected by AIT capabilities to enable sharing of supply chain events across functional business areas</li> <li>• Translate AIT-collected events into transactions to relevant automated information systems (AISs)</li> <li>• Provide enterprise AIT service components that can be developed and tested once but used multiple times to build complex AIT capabilities: <ul style="list-style-type: none"> <li>○ IUID Register, Read, Update, and Delete</li> <li>○ Inventory</li> <li>○ RFID Read</li> </ul> </li> </ul>										
<b>XLVI. Supporting Activities</b>	<p>As EDCL is operational, the EDCL team holds a weekly status meeting and invites all stakeholders to include user SMEs, system program offices, system integrators, MAJCOMs, GCSS-AF, and others to participate in offering feedback about EDCL’s performance and capabilities. EDCL also has a change control process whereby any stakeholder can offer requirements for new functionality or improvements; those changes are then reviewed by the EDCL Change Control Board (CCB) for a decision on the way forward.</p> <p>Once a change to the EDCL baseline is approved, EDCL follows standardized capability development practices to gather and refine requirements, vet the design, implement and test functionality, gain user acceptance, and deploy the functionality for use.</p>										
<b>XLVII. Detailed Action Plan</b>	<p>EDCL schedules incremental releases of functionality as necessary according to its system engineering process. Releases can be added as need once approved by the CCB. Below is a summary of past and upcoming releases:</p> <table border="1" data-bbox="583 1222 1371 1408"> <thead> <tr> <th data-bbox="583 1222 1119 1255"><i>Key Milestones</i></th> <th data-bbox="1119 1222 1371 1255"><i>Target Dates</i></th> </tr> </thead> <tbody> <tr> <td data-bbox="583 1255 1119 1304"><i>EDCL 1.0 – Mobile Applications</i></td> <td data-bbox="1119 1255 1371 1304"><i>2QFY2010</i></td> </tr> <tr> <td data-bbox="583 1304 1119 1336"><i>EDCL 1.5 – Fixed Infrastructure</i></td> <td data-bbox="1119 1304 1371 1336"><i>4QFY2010</i></td> </tr> <tr> <td data-bbox="583 1336 1119 1369"><i>EDCL 1.5.1 – CAS AIT Certificates</i></td> <td data-bbox="1119 1336 1371 1369"><i>4QFY2010</i></td> </tr> <tr> <td data-bbox="583 1369 1119 1408"><i>EDCL 1.5.1.1 – Content Update</i></td> <td data-bbox="1119 1369 1371 1408"><i>1QFY2011</i></td> </tr> </tbody> </table>	<i>Key Milestones</i>	<i>Target Dates</i>	<i>EDCL 1.0 – Mobile Applications</i>	<i>2QFY2010</i>	<i>EDCL 1.5 – Fixed Infrastructure</i>	<i>4QFY2010</i>	<i>EDCL 1.5.1 – CAS AIT Certificates</i>	<i>4QFY2010</i>	<i>EDCL 1.5.1.1 – Content Update</i>	<i>1QFY2011</i>
<i>Key Milestones</i>	<i>Target Dates</i>										
<i>EDCL 1.0 – Mobile Applications</i>	<i>2QFY2010</i>										
<i>EDCL 1.5 – Fixed Infrastructure</i>	<i>4QFY2010</i>										
<i>EDCL 1.5.1 – CAS AIT Certificates</i>	<i>4QFY2010</i>										
<i>EDCL 1.5.1.1 – Content Update</i>	<i>1QFY2011</i>										

Section	Description	
	<i>EDCL 1.5.2 – Inventory Tool</i>	<i>1QFY2011</i>
	<i>EDCL 1.6 – AIMT/SNT IUID</i>	<i>1QFY2011</i>
	<i>EDCL 1.6.0.1 – AIMT Enhancements</i>	<i>2QFY2011</i>
	<i>EDCL 1.6.1 – AFEMS/GATES</i>	<i>3QFY2011</i>
	<i>EDCL 1.6.1.a – Patch Release</i>	<i>3QFY2011</i>
	<i>EDCL 1.6.1.1 – AIMT Enhancements</i>	<i>3QFY2011</i>
	<i>EDCL 1.6.2 – POMX</i>	<i>1QFY2012</i>
	<i>EDCL 1.6.3 – Part Marking</i>	<i>2QFY2012</i>
	<i>EDCL 1.6.3.1 – TMO In-Check Hot Fix</i>	<i>2QFY2012</i>
	<i>EDCL 1.6.4 – Enterprise Enhancements</i>	<i>4QFY2012</i>
	<i>EDCL 1.6.4.1 – CAS AIT Enhancements</i>	<i>4QFY2012</i>
	<i>EDCL 1.6.5 – AIMT &amp; POMX Enhancements</i>	<i>1QFY2013</i>
	<i>EDCL 1.6.5.1 – CAS AIT Enhancements</i>	<i>2QFY2013</i>
	<i>EDCL 1.7 – Infrastructure Upgrades</i>	<i>4QFY2013</i>
<b>XLVIII. Measures of Success</b>	<ul style="list-style-type: none"> <li>• Expected Outcome: Maximize EDCL availability to end users <ul style="list-style-type: none"> <li>○ KPI: Overall EDCL uptime exceeds 99%</li> </ul> </li> <li>• Expected Outcome: Ensure EDCL meets users’ expectations <ul style="list-style-type: none"> <li>○ KPI: Completed Synchronizations count by data (Weekly)</li> <li>○ KPI: Completed Synchronizations Duration Histogram (Weekly)</li> <li>○ KPI: Average Synchronization count by hour (Weekly)</li> <li>○ KPI: Average Duration of Completed Synchronizations by Hour</li> <li>○ KPI: Average Duration of Completed Synchronizations by Application</li> <li>○ KPI: Completed Synchronization count by Application</li> </ul> </li> </ul>	
<b>XLIX. Estimated Implementation Cost</b>	<p>a. Enterprise architecture is complete and implemented within GCSS-AF. The sustainment cost per year starting in FY13 is \$2.8M which includes software licensing for EDCL underlying technology, sustainment of the architecture and support to EDCL customers using the architecture.</p>	
<b>L. Key External Factors</b>	<ul style="list-style-type: none"> <li>• Funding of GCSS-AF Integrated Framework enclave</li> <li>• Planned technology refresh of mobile devices to meet changing IA &amp; COMM standards</li> <li>• Implementation of EDCL Golden Rules by partners to enhance overall capability</li> </ul>	

## Data Analysis (DA)

### DA-1 Afghanistan Performance Dashboard

Section	Description								
<b>I. General Information</b>	<table border="1"> <thead> <tr> <th data-bbox="487 370 787 407">Short Title</th> <th data-bbox="787 370 1514 407">Afghanistan Performance Dashboard</th> </tr> </thead> <tbody> <tr> <td data-bbox="487 407 787 444"><b>Organization</b></td> <td data-bbox="787 407 1514 444">USTRANSCOM J5/4-LM</td> </tr> <tr> <td data-bbox="487 444 787 518"><b>Customer</b></td> <td data-bbox="787 444 1514 518">USCENTCOM, USTRANSCOM, Transportation Component Commands, and Services</td> </tr> <tr> <td data-bbox="487 518 787 558"><b>Executive Sponsor</b></td> <td data-bbox="787 518 1514 558">USTRANSCOM J3 and USCENTCOM J4</td> </tr> </tbody> </table>	Short Title	Afghanistan Performance Dashboard	<b>Organization</b>	USTRANSCOM J5/4-LM	<b>Customer</b>	USCENTCOM, USTRANSCOM, Transportation Component Commands, and Services	<b>Executive Sponsor</b>	USTRANSCOM J3 and USCENTCOM J4
	Short Title	Afghanistan Performance Dashboard							
	<b>Organization</b>	USTRANSCOM J5/4-LM							
	<b>Customer</b>	USCENTCOM, USTRANSCOM, Transportation Component Commands, and Services							
<b>Executive Sponsor</b>	USTRANSCOM J3 and USCENTCOM J4								
<p data-bbox="487 578 1940 756">The Afghanistan Performance Dashboard is being created to assess the distribution process supporting Operation ENDURING FREEDOM (OEF). USCENTCOM J4 and USTRANSCOM J3 identified key processes to monitor velocity and cargo flow by transportation method and route. The dashboard collects data from disparate data sources and measures historical performance, on-hand performance, and data confidence for each segment and subsegment identified.</p> <p data-bbox="487 776 1612 813"><b>Military Operations Phase:</b> Redeployment (R), Sustainment (S), and Deployment (D)</p> <p data-bbox="487 833 821 870"><b>Scenario(s) or Model(s):</b></p> <p data-bbox="487 870 1835 938">The Afghanistan Performance Dashboard designed to support all cargo moving in and out of Afghanistan transiting the Defense Transportation System (DTS) to include the following methods:</p> <ul data-bbox="537 943 1524 1130" style="list-style-type: none"> <li>• Multi-Modal Commercial Contract/International Heavyweight Tender (IHT)</li> <li>• Hybrid (Military Air and Universal Services Contract (USC 07))</li> <li>• Military Air</li> <li>• USC 07 Moving via Pakistan Ground Line of Communication (PAKGLOC)</li> <li>• USC 07 Moving via Northern Distribution Network (NDN)</li> </ul> <p data-bbox="487 1138 1898 1206"><b>Process Areas and Subprocess Areas:</b> The Afghanistan Performance Dashboard addresses the transportation segment of the supply chain and the DTS. The subprocess areas covered are:</p> <ul data-bbox="537 1211 1247 1360" style="list-style-type: none"> <li>• Entry into the DTS</li> <li>• Receipt at entry, in-transit, and final delivery points</li> <li>• Departure at entry, in-transit, and final delivery points</li> <li>• Delivery at entry, in-transit and final delivery points</li> </ul>									
<b>III. Supporting</b>	<ul data-bbox="537 1369 1423 1406" style="list-style-type: none"> <li>• Defense Transportation Regulation (DTR), all parts, current editions</li> </ul>								

Section	Description
<b>References</b>	<ul style="list-style-type: none"> <li>• USTRANSCOM Strategic Plan, October 2012, Achieve IT Management Excellence</li> <li>• President’s Unified Command Plan, April 2011, DOD Distribution Process Owner.</li> <li>• USTRANSCOM Operations Order (OPORD) For Distribution Guidance to Afghanistan, dated November 2012</li> </ul>
<b>IV. Issue Statement</b>	<p>USTRANSCOM has been utilizing business analytics to apply continuous iterative analysis of historical performance to gain insight and drive decision making. The dashboard assists in identifying processes and nodes that are exceeding expected performance or capacities. Due to the dependence on in-transit visibility (ITV) information to support segment analysis, USTRANSCOM has initiated a data confidence metric to assess data availability. Each data point is evaluated to determine how often data is not available compared to the expected number of events.</p>
<b>V. Overall Objective(s)</b>	<ul style="list-style-type: none"> <li>• Action Officer tool to monitor the health/pulse of the operations supporting Operation ENDURING FREEDOM</li> <li>• Facilitate rapid detection of chokepoints</li> <li>• Monitor the ‘On Hand’ quantities for early detection of abnormal flow of a TCN</li> <li>• Measure data confidence associated to identified key nodes supporting Afghanistan movement velocity measurements</li> </ul>
<b>VI. Supporting Activities</b>	<ul style="list-style-type: none"> <li>• Stakeholder engagement</li> <li>• Document data requirements, data sources, and dashboard processes</li> <li>• User can pinpoint perceived issues at a glance, and make quicker business decisions: Integrated and summarized data in dashboards provide the user with graphical displays that show distribution performance and asset utilization over specified lanes.</li> <li>• USTRANSCOM J5/4 Data Team depends upon several manual processes, and the timely delivery of data files from external sources.</li> </ul>

Section	Description
<b>VII. Detailed Action Plan</b>	<p>The final operating capability (FOC) was Apr-2013, which included all of the different modes into Afghanistan</p> <ul style="list-style-type: none"> <li>• Commercial Multi-Modal Contract/International Heavyweight Tender (IHT)</li> <li>• Hybrid Multi-Modal (Military Air and USC 07)</li> <li>• Ocean/PAKGLOC (USC 07)</li> <li>• Ocean/Northern Distribution Network (USC 07)</li> <li>• Military Air</li> </ul> <p>See Attachment A.</p>
<b>VIII. Measures of Success</b>	<ul style="list-style-type: none"> <li>• Expected Outcome: Combatant commands, Service component commands, USTRANSCOM, and Transportation component commands will have sufficient information to engage processes to better serve the warfighter transportation needs. <ul style="list-style-type: none"> <li>○ KPI: Reduce number of bottlenecks in the supply chain</li> </ul> </li> <li>• Expected Outcome: USTRANSCOM and their component commands will be able to identify processes and key data points that need additional in-transit visibility (ITV) capability. <ul style="list-style-type: none"> <li>○ KPI: Velocity and processing times</li> </ul> </li> </ul>
<b>IX. Estimated Implementation Cost</b>	Included in existing contract
<b>X. Key External Factors</b>	Data availability, quality, and currency not available in Enterprise system(s).

DA-1 Attachment A: Dashboard to monitor materiel originating from or terminating in Afghanistan.



**DA-2 Development of ITV Capabilities within GCSS-J**

<b>Plan DI-1</b>	<b>Description</b>	
<p><b>I. General Information</b></p>	<p><b>Short Title</b></p>	<p>Development of ITV Capabilities within GCSS-J</p>
	<p><b>Organization(s)</b></p>	<p>Joint Staff J-4 (Functional Sponsor) and Defense Information Systems Agency (DISA) (Materiel Developer)</p>
	<p><b>Customer</b></p>	<p>Combatant Commands (CCMD), Joint Task Force (JTF) and Joint Force Commanders (JFC)</p>
	<p><b>Executive Sponsor</b></p>	<p>Joint Requirements Oversight Council (JROC) / Joint Staff J-4</p>
<p><b>II. Introduction</b></p>	<p>a. The Global Combat Support System – Joint (GCSS-J) is a Joint Logistics Enterprise (JLEnt) visibility &amp; decision support application that enables timely and effective joint logistics planning, execution and monitoring.</p> <p>b. Global Combat Support System-Joint (GCSS-J) program is an Acquisition Category 1AC/Major Automated Information System (ACAT 1AC/MAIS) IT application that continues to transition to a service oriented architecture (SOA) to deliver asset visibility to the joint logistician (i.e., essential capabilities, functions, activities, and tasks necessary to sustain all elements of operating forces in theater at all levels), and facilitates information interoperability across and between Combat Support / Combat Service Support (CS/CSS), Command and Control (C2) and Intelligence functions.</p> <p>c. GCSS-J provides applications, decision support tools, and visualization mechanisms that enable the joint logistician to rapidly access and analyze information to make critical decisions.</p> <p>d. Functional oversight of the GCSS-J program is provided by the Joint Staff Logistics Directorate (J4). The materiel developer and Program Manager (PM) for the GCSS-J program is provided by DISA with acquisition oversight provided by the DISA Component Acquisition Executive (CAE).</p>	
<p><b>III. Supporting References</b></p>	<ul style="list-style-type: none"> <li>• Mission Need Statement (MNS) for GCSS, 10 September 1997</li> <li>• JROCM 010-00, GCSS Capstone Requirements Document (CRD) (including KPPs)</li> <li>• CCMD 129 Requirements – 2000 / 01 / 03 / 05</li> <li>• CJCSI 6723.01B, GCSS Family of Systems (FoS) Requirements Management and Governance Structure (RMGS)</li> </ul>	

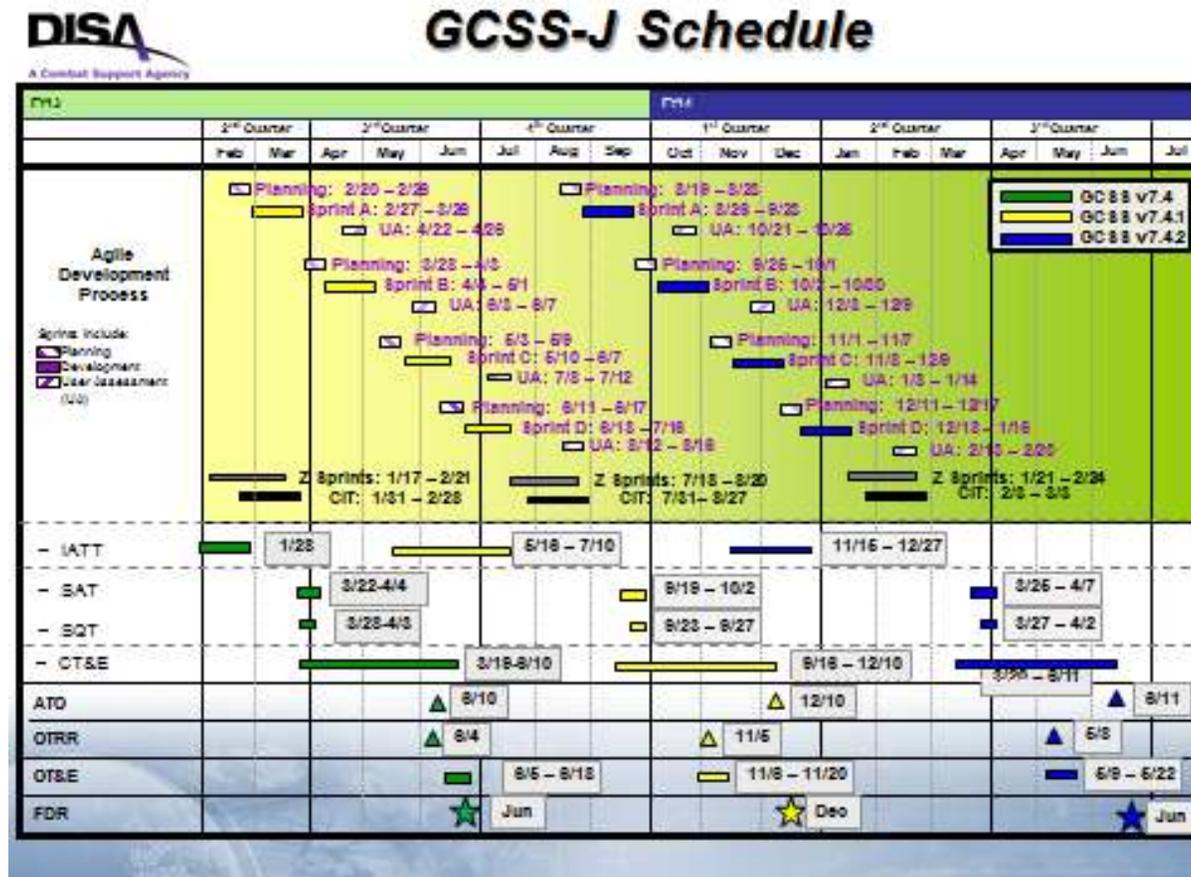
Plan DI-1	Description
	<ul style="list-style-type: none"> <li>• Joint Pub 4.0, Joint Logistics</li> <li>• JROCM 256-06, GCSS-J Capability Development Document (CDD)</li> </ul>
<b>IV. Issue Statement</b>	The goal is to provide Joint Logisticians with Visibility & Decision Support tools to Effectively Plan & Execute Joint Logistics Support for Current & Future Operations
<b>V. Overall Objective(s)</b>	<ol style="list-style-type: none"> <li>1. Primary information technology application to provide a single source for fused visibility &amp; decision support to the joint logistician</li> <li>2. Utilizes a service oriented architecture (SOA) to link the joint logistician to component, Service, agency, and multinational data</li> <li>3. Real-time, web-based information system, providing accurate, actionable visibility and a common relevant operational picture of joint logistics support and operations</li> <li>4. Effectively linking operators &amp; logisticians across joint forces, Services, support agencies and other mission partners</li> <li>5. Built on existing and emerging technology, products, procedures, &amp; integration strategies</li> <li>6. Progressing from web-enabled logistics to net-centric, collaborative logistics planning, execution and monitoring</li> <li>7. Applying Agile Development and Agile Testing methodologies and techniques</li> <li>8. Effectively implement the DoD Net-Centric Data and Services Strategies</li> </ol>
<b>VI. Supporting Activities</b>	<ol style="list-style-type: none"> <li>1. CJCSI 6723.01B established the requirements management and governance structure for the GCSS FoS including the GCSS General Officer Steering Group (GOSG) (executive governance body), the Planners' Board (primary SES-led governance body), and supporting Functional Working Groups.</li> <li>2. The GCSS Planners' Board chaired by the JS J4 Deputy Director for Strategic Logistics (DDSL), sets developmental priorities and oversees the development schedule and times to ensure the system is meeting the requirements of the Joint Logistics Community.</li> </ol>

Plan DI-1	Description
	<p>3. GCSS-J has embraced Agile Development and Testing as well as the Joint Command and Control (JC2) Reference Architecture including the JC2 Common User Interface (CUI) Ozone Widget Framework (OWF) to provide a more agile, user-friendly development architecture which is synchronized with other communities (i.e., Operations, Intell, etc.).</p> <p>4. Monthly Logistics Common Operation Picture (LOGCOP) working group sessions are a means to get routine feedback from the CCMDs, Services and Combat Support Agencies (CSA) to ensure visibility requirements are being addressed and a useful product is being developed.</p> <p>5. Frequent User Assessments are an integral component of the Agile Development approach allowing users early access to and the ability to influence ultimate capability design.</p>

**Plan DI-1**

**Description**

**VII. Detailed Action Plan**

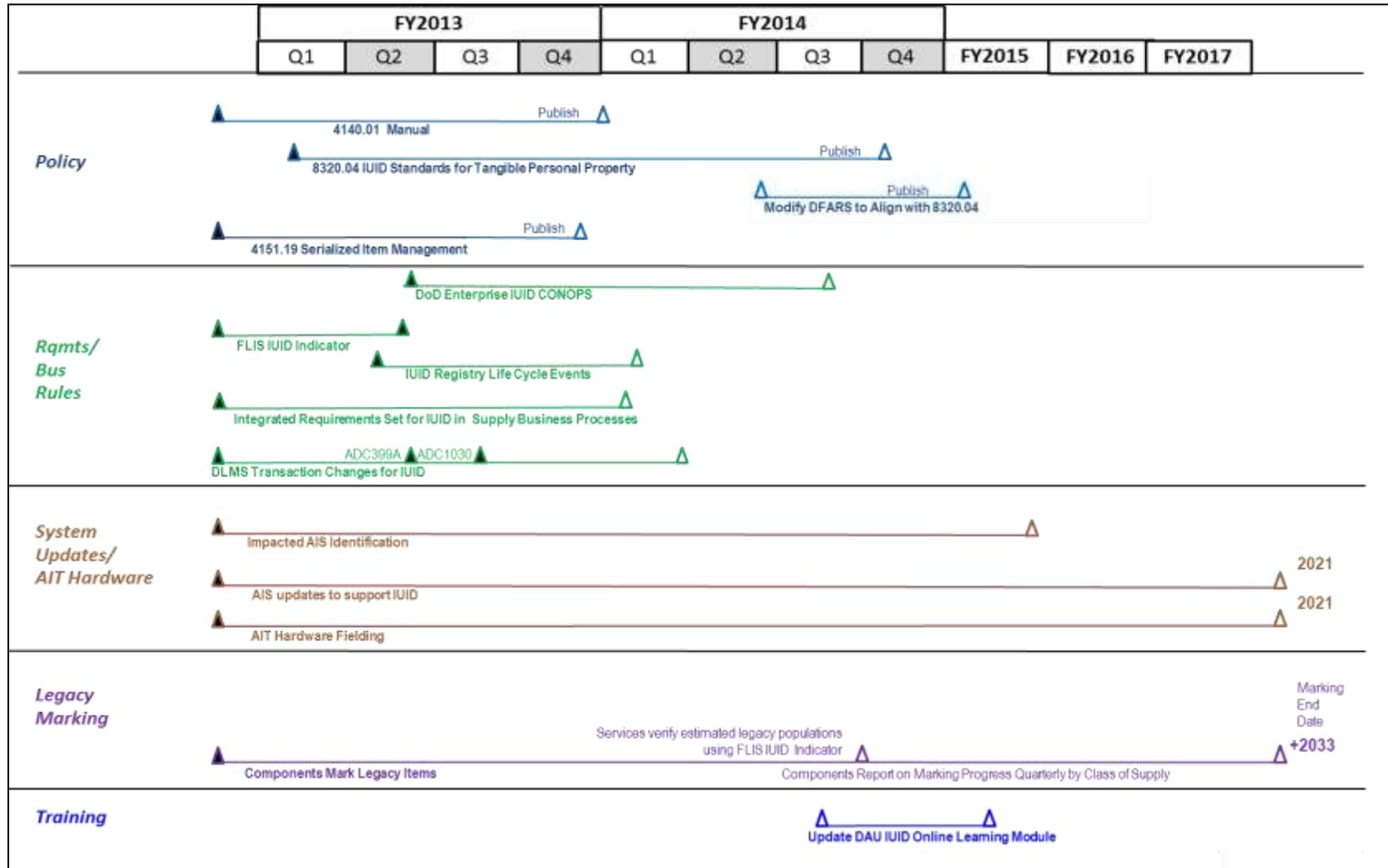


**VIII. Measures of Success**

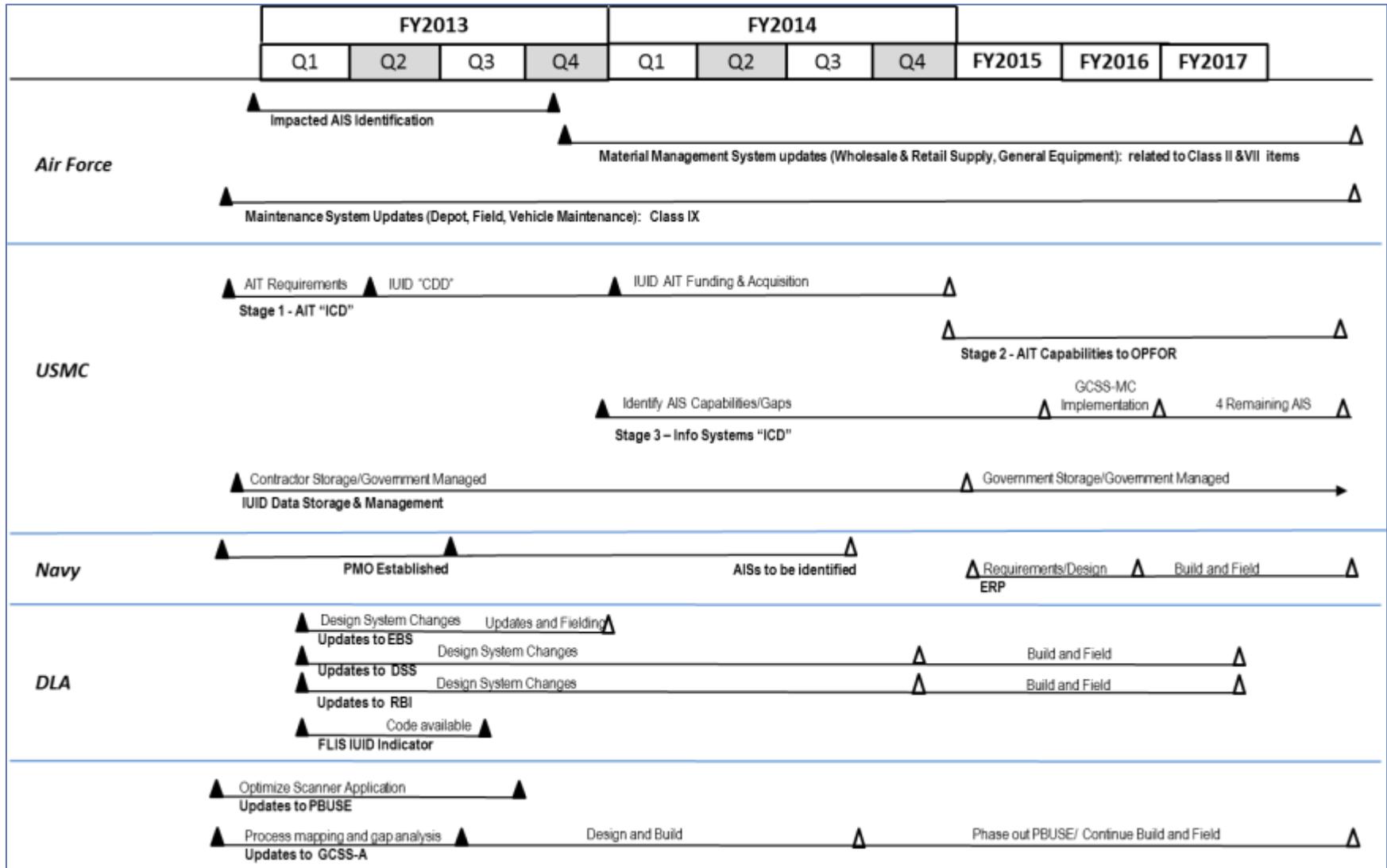
- Map-based visibility
- Net-Centric Data and Services Strategies employed
- OWF Widgets / capability to meet the visibility & decision support requirements of the CCMD, JTF and Joint Force Commanders.
- KPI: Periodic user assessments during the development process to get feedback

# Appendix G – Item Unique Identification (IUID) Integrated Master Schedules

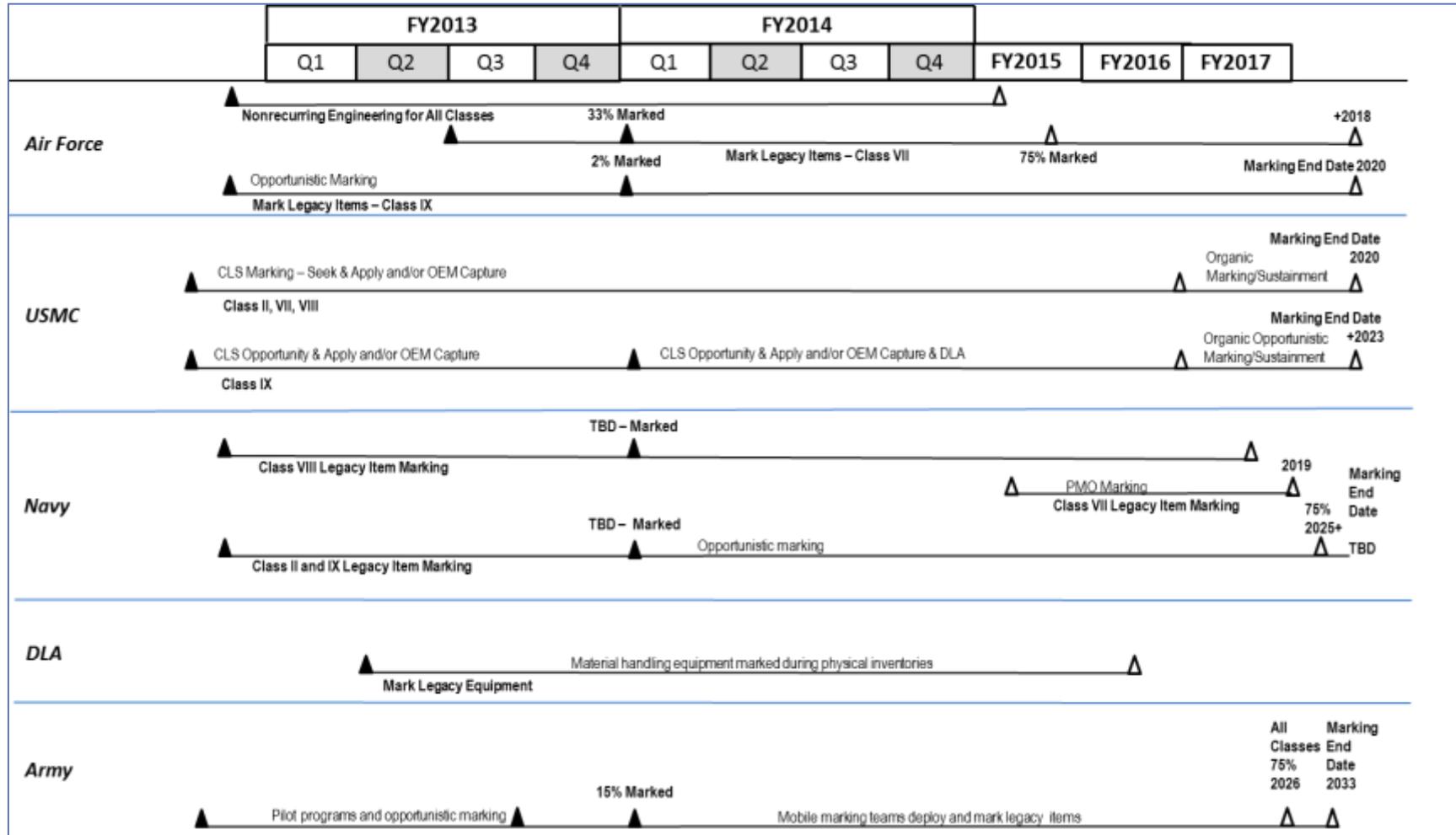
## DoD Integrated Master Schedule Summary – Department and Component Level



**DoD IUID AIS Update Schedule by Component**



**DoD IUID Item Marking Schedule by Component**



## Appendix H – Strategy Alignment to the Seven Elements of a Strategic Plan

The following table demonstrates how the Strategy includes the seven elements of a comprehensive strategic plan.

<i>Element</i>	<i>Related Parts of Strategy</i>
Comprehensive Mission Statement	A comprehensive statement that summarizes the main purpose of the strategy is provided in Chapter 2, Strategy for Improving DoD Asset Visibility.
Problem Definition, Scope, and Methodology	The issues to be address by the strategy and the scope the strategy covers are included in Chapter 1, Strategy for Improving DoD Asset Visibility – Overview. The process by which the strategy was developed is provided in Chapter 2, Strategy for Improving DoD Asset Visibility; sub-section, Strategy Development.
Goals and Objectives	The strategy includes overarching goals and objectives that address the overall results desired from implementing the strategy. Reference Chapter 1, Strategy for Improving DoD Asset Visibility – Overview; sub-section, Goals and Objectives.
Activities, Milestones, and Performance Measures	The supporting execution plans contained in Appendix F – Detailed Supporting Execution Plans.
Organizational Roles, Responsibilities, and Coordination	An accountable management structure has been established to oversee the execution of the strategy and to track progress . Reference Chapter 2, Strategy for Improving DoD Asset Visibility; sub-section, Responsibilities and Oversight.
Resources and Investments	Costs to execute the plan and to meet the goals and objectives of the strategy are included in each supporting execution plan. The supporting execution plans detailed included in Appendix F – Detailed Supporting Execution Plans.

## Appendix I – Abbreviations

<i>Acronym</i>	<i>Definition</i>
<b>AFB</b>	Air Force Base
<b>AIS</b>	Automated Information System
<b>AIT</b>	Automatic Identification Technology
<b>AMC</b>	Air Mobility Command
<b>AMS-TAC</b>	Automated Manifest System Tactical Version
<b>ANSI</b>	American National Standards Institute
<b>aRFID</b>	Active Radio Frequency Identification
<b>ASD</b>	Assistant Secretary of Defense
<b>ATAC</b>	Advanced Tracking and Tracing
<b>AV</b>	Asset Visibility
<b>BCA</b>	Business Case Analysis
<b>BCS3</b>	Battle Command Support and Sustainment System
<b>C&amp;T</b>	Clothing and Textiles
<b>CCMD</b>	Combatant Command
<b>CIDD</b>	Container Intrusion Detection Device
<b>CMOS</b>	Cargo Movement Operations System
<b>CONOPS</b>	Concept of Operations
<b>CONUS</b>	Continental United States
<b>COP</b>	Common Operating Picture
<b>COSIS</b>	Care of Supplies in Storage
<b>CWT</b>	Customer Wait Time
<b>DA</b>	Data Analysis
<b>DASD</b>	Deputy Assistant Secretary of Defense
<b>DCC</b>	Data Capture and Collection
<b>DFARS</b>	Defense Federal Acquisition Regulation Supplement
<b>DLA</b>	Defense Logistics Agency
<b>DLM</b>	Defense Logistics Manual
<b>DLMS</b>	Defense Logistics Management System
<b>DoD</b>	Department of Defense
<b>DODAAC</b>	Department of Defense Activity Address Code
<b>DPO</b>	Distribution Process Owner
<b>DRT</b>	Delivery Response Time
<b>DSI</b>	Data Standards and Integration
<b>DSS</b>	Distribution Standard System
<b>DTEB</b>	Defense Transportation Electronic Business Committee
<b>DTS</b>	Defense Transportation System

<b>DTR</b>	Defense Transportation Regulation
<b>EDI</b>	Electronic Data Interchange
<b>EPC</b>	Electronic Product Code
<b>eRMS</b>	Electronic Retrograde Management System
<b>ERP</b>	Enterprise Resource Planning
<b>FSC</b>	Federal Supply Class
<b>FY</b>	Fiscal Year
<b>GAO</b>	Government Accountability Office
<b>GATES</b>	Global Air Transportation Execution System
<b>GCSS</b>	Global Combat Support System
<b>Gen</b>	Generation
<b>GTN</b>	Global Transportation Network
<b>IDE</b>	Integrated Data Environment
<b>IGC</b>	Integrated Data Environment (IDE)/Global Transportation Network (GTN) Convergence
<b>IG</b>	Inspector General
<b>ISO</b>	International Organization for Standardization
<b>ISSA</b>	Installation Supply Support Activity
<b>ITV</b>	In-Transit Visibility
<b>IUID</b>	Item Unique Identification
<b>JDDE</b>	Joint Deployment and Distribution Enterprise
<b>JIE</b>	Joint Information Environment
<b>JP</b>	Joint Publication
<b>KPI</b>	Key Performance Indicator
<b>L&amp;MR</b>	Logistics and Materiel Readiness
<b>LMARS</b>	Logistics Metrics Analysis Reporting System
<b>LRT</b>	Logistics Response Time
<b>MA</b>	Materiel Availability
<b>MIL-STD</b>	Military Standard
<b>MRO</b>	Materiel Release Order
<b>NAS</b>	Naval Air Station
<b>OCONUS</b>	Outside the Continental United States
<b>ODASD</b>	Office of the Deputy Assistant Secretary of Defense
<b>OPR</b>	Office of Primary Responsibility
<b>PMT</b>	Positive Material Transfer
<b>pRFID</b>	Passive Radio Frequency Identification
<b>PRR</b>	pRFID-Enabled Receiving
<b>PV</b>	Prime Vendor
<b>RDO</b>	Redistribution Order
<b>RFID</b>	Radio Frequency Identification

<b>ROI</b>	Return on Investment
<b>RTC</b>	Recruit Training Center
<b>SARSS</b>	Standard Army Retail Supply System
<b>SCE</b>	Supply Chain Execution
<b>SCESC</b>	Supply Chain Executive Steering Committee
<b>SCI</b>	Supply Chain Integration
<b>SDDC</b>	Military Surface Deployment and Distribution Command
<b>SEP</b>	Supporting Execution Plan
<b>SIM</b>	Serialized Item Management
<b>SMS</b>	Single Mobility System
<b>SOP</b>	Standard Operating Procedure
<b>SSC</b>	Shop Service Center
<b>STO</b>	Stock Transfer Order
<b>TCN</b>	Transportation Control Number
<b>TSOA</b>	Tactical Service Oriented Architecture
<b>UFO</b>	Unfilled Order
<b>UII</b>	Unique Item Identifier
<b>ULN</b>	Unit Line Number
<b>U.S.</b>	United States
<b>USD(AT&amp;L)</b>	Under Secretary of Defense for Acquisition, Technology and Logistics
<b>USTRANSCOM</b>	United States Transportation Command
<b>WPS</b>	Worldwide Port System
<b>XML</b>	Extensible Mark-up Language