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on Defense Business Operations

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DEPUTY SECRETARY OF DEFENSE
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WASHINGTON, DC 20301-1010

March 15, 2010

The Department of Defense recognizes that a modem information technology (IT) infrastructure is a key component of creating more effective, efficient and responsive business operations that can keep up with the rate of change in the business and operational environments. During this past year, the Department has leveraged improved investment management, a more robust Business Enterprise Architecture, and implemented lessons learned to make important progress in modernizing its business systems. In conjunction with strong leadership, active performance management, and the use of continuous process improvement methodologies throughout the enterprise, recent success has positioned the Department to realize even greater gains in the coming years.

Despite significant progress, today, we still rely on a large legacy backbone of IT systems to support our business operations across all of our functional areas - finance, logistics, facilities management, human capital, acquisition, etc. Further improvement is imperative. Modernized business systems that can aggregate and share standard data will enable informed decision making and create a more open and transparent government at decreased cost.

I am pleased to provide this report which highlights specific business improvements enabled through IT implementation. We appreciate your continued support and attention to our overall business efforts.

Corrections

Date	Version Number	Correction
3/15/2010	1.00	Final version
4/9/2010	1.01	• Deletes the following sentence from page 40, second bulleted paragraph: "Use of RFID has reduced customer wait time by 24% in Iraq for critical spare parts needed for organizational maintenance." • Grammar corrections

Contents

Figures and Tables

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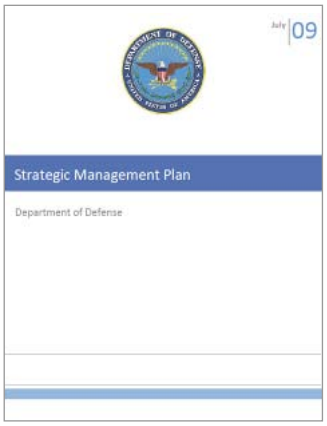
Chapter 1:

Introduction

The 2010 Department of Defense (DoD) Congressional Report documents the progress the Department made in improving its business operations in Fiscal Year 2009 (FY09) through the modernization of its business Information Technology (IT) infrastructure as laid out in the 2008 Enterprise Transition Plan (ETP). This document is not meant to be a comprehensive report on all of the business transformation efforts the Department undertook in FY09. Instead, the Report and the ETP complement a family of plans and reports within the Department that collectively guide and track our efforts. This family of plans and reports includes, but is not limited to, the Strategic Management Plan (SMP), Performance Budget Plan and Report, Financial Improvement and Audit Readiness (FIAR) Plan, Supply Chain Management Corrective Action Plan, and Military Department strategic, transition and transformation plans.



Statutory Requirements

The National Defense Authorization Act (NDAA) for FY05, Section 332,[1] established requirements to advance the Department's business systems modernization efforts. Specifically, it established the Defense Business Systems Management Committee (DBSMC) and Investment Review Boards (IRBs) to certify modernizations over $1 million and to provide investment management oversight and control. It required development of a Business Enterprise Architecture (BEA) to guide and constrain business investments and an ETP to implement it. Additionally, it required the DoD to provide an annual report to the Congressional Defense committees not later than March 15 from 2005 through 2013 regarding its compliance in meeting statutory requirements.

This Report includes the following information in accordance with statutory requirements:

- Progress against specific milestones and actual performance priorities;
- A description of actions submitted for certification and report on the number of certifications approved (or a description of the reason for granting a waiver);
- The number of Defense business system modernizations certified;
- Defense business system modernizations with an obligation in excess of $1 million during the preceding fiscal year that were not certified and the reasons; and
- Specific improvements in business operations and cost savings resulting from successful Defense business systems modernization efforts.

1 Title 10 U.S. Code §2222

Document Scope

To comply with the statutory requirements outlined above, and to provide an accurate picture of the Department's progress, this Report is organized into four chapters followed by several appendices.

- Chapter 1: Introduction
  The Introduction describes the Report's purpose, statutory requirements and scope, relationship with the other plans and reports that comprise the Department's family of plans, recent developments in the governance of our business system modernizations resulting from recent legislative action such as FY10 NDAA §1072 – Business Process Reengineering, and a brief description of the way ahead.
- Chapter 2: Improvements to DoD Enterprise and Component Business Operations
  This chapter highlights specific business improvements during FY09 realized through the successful delivery of system capability that are substantiated by measures, metrics or other tangible evidence. This chapter is organized around the Department's five Core Business Missions (CBMs), which together encompass the full scope of the DoD's business operations. The five CBMs are:

1. Human Resources Management (HRM)
2. Weapons System Lifecycle Management (WSLM)
3. Materiel Supply and Service Management (MSSM)
4. Real Property and Installation Management (RPILM)
5. Financial Management (FM)

Each CBM section includes a short overview and is followed by examples detailing specific business improvements within that CBM.

- Chapter 3: Certification Results and Discussion
  This chapter provides information about the systems certified by the DBSMC in FY09. This information includes the number of systems certified and types of certifications. Additional details regarding certification information are in Appendices C and D.
- Chapter 4: Milestone Results and Discussion
  This chapter provides performance information and analysis on the development and fielding of systems included in the 2008 ETP against their milestone plans.
- Appendix A: Abbreviations and acronyms
- Appendix B: FY09 system certifications without conditions
- Appendix C: FY09 system certifications with conditions
- Appendix D: FY09 system decertifications
- Appendix E: FY09 key milestone summary

Relationship with the DoD's Family of Plans

While the Department had been pursuing business transformation initiatives prior to 2005, the NDAA for FY05 established a framework that the Department continues to use to oversee its business system modernization investment decisions. As described above, the NDAA for FY05 established the DBSMC and IRBs, and required development of a BEA and an ETP. It also required an annual report to the Congressional Defense committees regarding its compliance in meeting these statutory requirements.

This framework was then refined by the NDAA for FY08, which designated the Deputy Secretary of Defense as the DoD Chief Management Officer (CMO), created a Deputy CMO position to assist, and designated the Under Secretaries of the Military Departments as their respective organizations' CMOs. It also required the Secretary of Defense, acting through the DoD CMO, to develop a Strategic Management Plan.

The SMP, aligned with the Department's overall strategic framework, sets the strategic direction for the Department's business operations (see Figure 1-1). The 2009 SMP, published in July 2009, outlined five cross-functional, enterprise-wide business priorities: (1) support the all-volunteer force; (2) support contingency business operations; (3) reform the DoD acquisition process and support processes; (4) enhance the civilian workforce; and (5) strengthen financial management. These priorities encompass the most pressing business management challenges currently facing the Department and are supported in the SMP by specific outcomes, goals, measures and key initiatives that are critical for success.

Figure 1–1. SMP Alignment

Execution of the necessary activities to achieve the priorities and goals in the SMP is supported by the Department's family of plans, which directly support the execution of an individual SMP priority at a more granular level, such as the FIAR Plan or the Supply Chain Management Corrective Action Plan. The Performance Budget contains initiatives and measures that support all of the SMP priorities in addition to non-business-related outcomes. The BEA and ETP support the fielding of a modernized business systems infrastructure – a key enabler of improved business operations across all of the SMP priorities.

When the 2008 ETP was published, the SMP had not yet been created. However, throughout this document, you will see how our ongoing business systems modernization activities align to the priorities in the SMP. This alignment will be further strengthened through the development of the next BEA and ETP and through the development of Military Department transformation and transition plans.

Recent Structural Changes

- The NDAA for FY10[2] introduced new requirements into the Department's Defense business systems modernization investment management process. It stipulates that a system may not be certified by the DBSMC unless appropriate business process re-engineering (BPR) efforts have been undertaken, and the appropriate Military Department CMO or the DoD Deputy Chief Management Officer (DCMO) has determined whether or not that requirement has been satisfied. Specifically, the appropriate Military Department CMO or the DoD DCMO will determine whether or not:
- The Defense business system modernization is in compliance with the enterprise architecture; and
- Appropriate BPR efforts have been undertaken, to ensure that:
    - The business process to be supported by the Defense business system modernization will be as streamlined and efficient as practicable; and
    - The need to tailor commercial, off-the-shelf (COTS) systems to meet unique requirements or incorporate unique requirements or incorporate unique interfaces has been eliminated or reduced to the maximum extent practicable.

The intent of this requirement is to ensure that programs are not simply automating inefficient business processes, but are instead applying process improvement methodologies prior to implementing an IT solution.

Way Forward

The Department continues to make improvements in its business operations and the systems that support them. The establishment of the DCMO and Military Departments' Offices of Business Transformation will help strengthen and expand these efforts.

Through strategic alignment of the Departments' family of transformational plans, execution of the Enterprise Transition Plan, adhering to industry's leading practices, and complying with statute, the Department endeavors to provide efficient and cost-effective business operations to support national defense and provide transparency to the public.

2 FY10 NDAA §1072

Chapter 2:

Improvements to DoD Enterprise and Component Business Operations

This chapter highlights specific business improvements during FY09 realized through the successful delivery of system capabilities that are substantiated by measures, metrics or other tangible evidence. This chapter is primarily organized around the Department's five CBMs:

1. Human Resources Management (HRM)
2. Weapons System Lifecycle Management (WSLM)
3. Material Supply and Service Management (MSSM)
4. Real Property and Installation Management (RPILM)
5. Financial Management (FM)

Core Business Missions

Collectively, the CBMs represent the core functional responsibilities of the Department's senior business leaders. They are also closely associated with the IRBs, which help guide the Department's investments in Defense business system modernizations. A brief description of each CBM follows:

- **Human Resources Management.** This CBM is responsible for all HR processes necessary to acquire, train and prepare personnel to populate warfighter and support organizations. It is responsible for providing trained, healthy and ready personnel to combatant and combat support organizations and ensuring accurate and timely access to compensation and benefits to all DoD personnel. The Under Secretary of Defense (Personnel and Readiness) is responsible for the HRM CBM and is the Certification Authority, pursuant to Title 10 U.S. Code §2222, for all Defense business systems within this functional area.

- **Weapon System Lifecycle Management.** This CBM is responsible for full life cycle management of Defense acquisition of weapons systems and automated information systems including requirements, technology, development, production and sustainment. The Under Secretary of Defense (Acquisition, Technology & Logistics) is responsible for the WSLM CBM and is the Certification Authority, pursuant to Title 10 U.S. Code §2222, for all Defense business systems within this functional area.
- **Materiel Supply and Service Management.** This CBM is responsible for the provision of materiel supply and services to deploy, redeploy and sustain the warfighter; increase materiel availability; and maintain readiness of deployed and non-deployed forces. It also is concerned with supply chain management and all aspects associated with acquiring, storing and transporting all classes of supplies. The Under Secretary of Defense (Acquisition, Technology & Logistics) is responsible for the MSSM CBM and is the Certification Authority, pursuant to Title 10 U.S. Code §2222, for all Defense business systems within this functional area.
- **Real Property and Installations Lifecycle Management.** This CBM is responsible for the provision of installations and facilities to house military forces, and store and maintain military equipment. It also has purview over training and deployment platforms required to support deployment of warfighting units. The Under Secretary of Defense (Acquisition, Technology & Logistics) is responsible for the RPILM CBM and is the Certification Authority, pursuant to Title 10 U.S. Code §2222, for all Defense business systems within this functional area.
- **Financial Management.** This CBM is responsible for providing accurate and reliable financial information in support of the Planning, Programming, Budgeting and Execution process to ensure adequate financial resources for warfighting mission requirements. It is also responsible for providing reliable cost information regarding the conduct, output and performance of DoD operations and missions and the programs that support them. The Under Secretary of Defense (Comptroller) is responsible for the FM CBM and is the Certification Authority, pursuant to Title 10 U.S. Code §2222, for all Defense business systems within this functional area.

In addition to the CBMs, the Assistant Secretary of Defense (Networks and Information Integration)/DoD Chief Information Officer serves as the Certification Authority, pursuant to Title 10 U.S. Code §2222, for Defense business systems whose primary purpose is to support information infrastructure or information assurance activities of the DoD.

CBM Overviews

An overview of each CBM is provided in this chapter, which describes transformation objectives and plans for achieving end-to-end operational support improvements for each functional area. Following each overview are Case in Point stories that describe specific business system related tangible benefits achieved in FY09.

Case in Point Stories

The Case in Point stories in this chapter provide a focused snapshot of specific improvements to business operations and cost savings resulting from successful business systems modernization efforts in FY09. They are grouped by CBM based on the primary functionality of the business system described. However, many of these improvements – especially those that support end-to-end processes -- span more than one CBM. Please note that the first Case in Point, "AKO/DKO ensures Army and DoD information superiori-

ty," does not fit neatly into any of the CBMs. Instead, AKO/DKO helps to provide the information sharing and collaboration infrastructure needed to further the execution of all of the CBMs.

These stories focus on business systems and identify high-level capability deficiencies, followed by a description of the IT solution and resulting business improvements. Each description includes the operational benefits, measures and metrics as appropriate. Additionally, each story summarizes how the improvement is expected to lead to future benefits.

These operationally focused business solutions are delivering benefits that address long-standing Department business challenges and align with the priorities laid out in the July 2009 SMP.

Many of the Cases in Point stories discuss improvements related to financial compliancy, process improvement and integration, and data transparency and visibility to support better decision making. Most leverage COTS technology and/or web-based capabilities to achieve these improvements. These stories give context to the discussion of business transformation by detailing how the DoD is improving its operations and what benefits are actually occurring today.

Case in Point: Army Knowledge Online/Defense Knowledge Online (AKO/DKO)

AKO/DKO ensures Army and DoD information superiority

Overview

Army Knowledge Online (AKO) provides web-based enterprise information services to over 2.2 million Army, joint, and DoD customers. Enterprise services are provided to these customers on both classified and unclassified networks and include portal, e-mail, directory, discovery, single sign-on, and smart phone capabilities, just to name a few. AKO also provides a forward presence in Southwest Asia by utilizing space in a Navy data center in Bahrain.

AKO provides the Army with a single entry point for access to the Internet and the sharing of knowledge and information, making AKO the Army's only enterprise collaboration tool operating throughout the Department of the Army (DA) worldwide. AKO/DKO is the largest, most secure government portal in the world. This robust and scalable enterprise portal empowers the Army by providing a single, secure, accessible instrument for collaboration, transfer and storage of information. One of every two deployed Soldiers access the portal daily for mission and personal purposes.

Additionally, the portal offers many other tools and services that embrace all aspects of knowledge management and collaboration. From a collaboration perspective, AKO provides services that allow the establishment of groups based on user requirements. Members of groups can share information through e-mail, files, chat or instant messaging, and video messaging. Unlike some commercial products that provide only a local instantiation of services, AKO has a global presence, which allow users to access stored information anywhere the Internet is available. AKO also provides a business process management (BPM) capability that exploits portal capabilities and provides an integrated work flow tool with forms, rules-based decisions, roles and routing activities to increase organizational efficiency. All of these capabilities are provided in a secure environment based on AKO's requirement to adhere to the certification and accreditation requirements as articulated in the DoD Information Assurance Certification and Accreditation Process (DIACAP).

From a DoD perspective, DKO is the joint side of AKO. DKO offers a common user experience portal providing a single entry for our warfighter, intelligence, and business communities to securely access and share data, applications and services across the enterprise to personnel in garrison, en route or deployed.

Currently, AKO/DKO has nearly 140,000 DoD and joint users. AKO/DKO operates and maintains the web sites for U.S. Central Command and the U.S. Forces-Iraq. AKO/DKO also supports DoD humanitarian relief efforts such as those for Hurricane Katrina and the earthquakes in Haiti and Chile, medical contingency plans for the H1N1 flu outbreak, and provides continued support to wartime efforts in Iraq and Afghanistan.

Family members and retired Army Service members also can access AKO capabilities. In a time of increased deployments, the forward presence of AKO in combat theaters provides Service members with a unique communication capability. Service members are authorized to sponsor dependents with an AKO account. Services such as instant messaging and chat, video messaging, and file services allow family members to share information across the globe without consuming operational bandwidth. Additionally, retired Army Service members maintain their e-mail accounts for life.

AKO/DKO provides the Army and the DoD a secure enterprise environment to store, share and disseminate information. The services AKO/DKO provides improve warfighting effectiveness and interoperability, and reduce costs to the Army and the DoD.

Benefits

AKO provides a significant return on investment. AKO/DKO has the largest single directory for users in the DoD, providing senior leadership with a tool to rapidly reach the entire population. This directory allows over 1,100 applications to use the AKO/DKO identity to grant access. This results in an annual cost avoidance of over $500 million by permitting these applications to avoid the expense of creating and maintaining distinct identity directories, separate help desks to manage login issues, and navigating and negotiating the DIACAP certification and accreditation requirements. In short, the AKO/DKO help desk manages logins for all of these applications. Additionally, the AKO/DKO enterprise portal provides Army and DoD customers the most current cloud-computing capability on a highly secured government network.

AKO Benefits

- $500 million in annual cost avoidance by allowing access to 1,100 applications
- Cloud-computing capability
- Largest single directory for DoD users, providing senior leadership with a tool to reach the entire population

Future Impact

The Army will migrate to the AKO classified network for e-mail services in the near future, which will yield tremendous cost savings. AKO/DKO will also continue to develop the Go Mobile smart phone solution to provide the Army and the DoD community with enterprise mobile computing communications services. The Go Mobile service will remain hardware, software and mobile carrier agnostic to ensure devices and service plans remain competitive. AKO remains a cornerstone of the Global Network Enterprise Construct Strategy and will continue to provide increased enterprise network capabilities and greater cost efficiency.

SMP Alignment

AKO's deployment of both classified and unclassified information services as well as forward deployed services and capabilities in South West Asia and the U.S. Central Command area of operations aligns to SMP Business Priority 2: Support Contingency Business Operations, by enabling the warfighter to conduct network-centric operations.

AKO also addresses SMP Business Priority 3: Reform the DoD Acquisition and Support Processes, by providing a capability that improves information and knowledge management by providing organizations a singular portal to store and share sensitive information.

Human Resources Management (HRM)

Overview

The Under Secretary of Defense for Personnel and Readiness (USD [P&R]) is responsible for leading HRM in the Department with a focus on ensuring that the right people are recruited, trained, capable, motivated and ready to respond to the broad continuum of emergent threats both now and in the future.

HRM encompasses the complete life cycle of human resources functions and spans the full operational spectrum – mobilized/demobilized, combat/combat support, benefits and morale support. HRM encompasses all activities that support DoD personnel and family members, throughout their careers and beyond, and that enable effective management of DoD personnel assets. It also includes providing trained, healthy and ready personnel to combat and combat support organizations and ensuring timely and accurate access to all applicable compensation and benefits for all DoD personnel.

The objective of the HRM CBM is to provide accurate human resources information: numbers, competencies (occupations, skills, education and training), reception accounting, individual readiness, patient accountability and status reporting, individuals' unit and location, and assigned duty within organizations. This mission includes ensuring timely and accurate compensation and benefits for DoD personnel and their families and ensuring that Combatant Commanders have access to the timely and accurate data on personnel and their skill sets. Supporting warfighters with the right types of people, in the appropriate quantity, and at the right place and time will significantly increase the opportunity for mission success.

HRM is comprised of 14 lines of business. They focus on the processes required to acquire, train, manage, pay and provide benefits to the military and civilian personnel in the DoD, as well as support family

members, veterans, retirees, volunteers and contractors. HRM has established appropriate and effective governance that focuses specifically on these 14 lines of business:

- Position management
- Human resources information security
- Legal affairs
- Law enforcement
- Military health services
- Quality of life/morale, welfare and recreation management
- Interagency support
- Benefits management
- Recruiting and accessions
- Personnel/pay management
- Assignment/placement/transfer
- Travel management
- Personnel management
- Retirement/separation

HRM also includes the Military Health System (MHS), which provides quality health care in theaters of operation and at home bases while capturing and maintaining accurate and timely health care information.

HRM Goals and Objectives

HRM promotes effective policies and business practices that achieve the following goals and objectives:

- Attract, retain and motivate a high-quality, diverse and sufficiently sized force to meet mission requirements;
- Integrate the Active and Reserve military, civilian employees and contractors into a diverse, cohesive total force and rapidly tailorable force structure;
- Provide management systems that support total force (military and civilian) planning and personnel visibility;
- Provide effective management of the OUSD (P&R) to meet mission and organizational needs;
- Provide appropriate education, training and development of the total force to meet mission requirements;
- Support the readiness of the total force for peacetime, contingency, crisis and warfighting;
- Provide high-quality, responsive and accountable health services to ensure force health protection and optimize the health of beneficiaries;
- Support the warfighter by deploying ready and capable medical forces that effectively use technology to enhance force health protection;
- Use beneficiary needs as the driving force for policy decisions relative to health care accessibility, quality, cost effectiveness and positive health outcomes; and
- Utilize best clinical and business practices to better serve beneficiaries and shift the focus from intervention services to preventative medicine.

Information technology enables these objectives and related processes. HRM IT systems implement portions of the Hire-to-Retire end-to-end process that encompasses all business functions necessary to plan for, hire, develop, assign, sustain and separate personnel resources within the DoD. Specific HRM business improvements that support this end-to-end process are discussed in the Case in Point examples following this section.

HRM Initiatives

The following key HRM CBM initiatives implement specific items in the SMP. They have also been identified as three of the Department's 10 High Priority Performance Goals:

- Partner with the Department of Veterans Affairs (VA) to establish a Virtual Lifetime Electronic Record (VLER)
- Implement the DoD-wide In-Sourcing Initiative
- Streamline the Hiring Process

These key HRM initiatives are designed to directly impact and improve personnel management and readiness throughout the DoD.

Summary

The DoD is dedicated to streamlining HRM by focusing IT enablers toward improving the HRM lines of business effectiveness and efficiencies. Further transformational efforts focus on improving standards for HRM data especially involving the Military Health System. Significant progress in this area has been made to improve Service Member and health care provider access to electronic medical information. In calendar year 2010, the VA and the Department of Health and Human Services will implement at least three new VLER production sites. VLER will enable the DoD and the VA to gain access to electronic health information maintained by private sector providers – an essential component of a lifetime health record.

SMP Alignment

The HRM Core Business Mission is cross-cutting and aligns to the following Strategic Management Plan (SMP) priorities:

- Business Priority 1: Support the All-Volunteer Force
- Business Priority 2: Support to Contingency Business Operations
- Business Priority 4: Enhance the Civilian Workforce
- Business Priority 5: Strengthen DoD Financial Management

HRM Transformational Systems with Case in Point Stories

The transformational systems listed below, described in the Case in Point narratives following this section, delivered substantial benefits to DoD business operations in FY09:

- Air Force recruiters save time, enjoy flexibility with AFRISS
- ALMS delivers training, makes records accessible to Soldiers
- DoD-VA medical data-sharing smoothes Veterans' transition
- TFAS/MOS provides Marines accurate, easy-to-use online records
- Marine Corps' TFSMS cranks out authoritative data on the force
- DPRIS speeds up benefits processing service to Veterans

Case in Point: Air Force Recruiting Information Support System (AFRISS)

Air Force recruiters save time, enjoy flexibility with AFRISS

Overview

The Air Force Recruiting Information Support System (AFRISS) serves as the primary web-based recruiting application system for Air Force recruiters worldwide. Before the system was modernized, system performance was slow and cumbersome, and connectivity was unstable, causing recruiters to be repeatedly kicked off the network. For thousands of Air Force recruiters, these limitations hampered efficiency and added difficulty to performing their jobs.

Broad changes to governance, infrastructure and software were needed to improve AFRISS's capability to deliver value to the Air Force. In 2009, several measures were undertaken to address these problems and modernize AFRISS to improve service to its operators and customers.

- Recruiting application software was modified to improve performance and functionality, allowing recruiters to work offline and connect to AFRISS only when uploading a completed file.
- Hardware was refreshed (servers and memory) and database software was upgraded to Oracle 10g to increase processing speed.
- Network stability and Virtual Private Network (VPN) connectivity to AFRISS was dramatically improved -- particularly at Air Education and Training Command (AETC).

Air Force recruiters are able to enter data offline when they lack Internet connectivity, then upload data once they connect to AFRISS.

U.S. Air Force photo by Master Sgt. Jack Braden

Benefits

Work speed is critical in recruiting. Air Force recruiters bring in 32,000 Airmen a year, and process thousands more applications – many of which are later disqualified or fall out for different reasons. Because of the hardware technical refresh and operating system upgrade, AFRISS now operates over 20 times faster than before. Prior to recent upgrades, an AFRISS recruiting application would sit in a queue with, on average, 20 other requests, causing long delays and slow system response. Since AFRISS was upgraded, the queue

average is significantly less than one request and recruiters have almost no wait time, which greatly improves recruiters' productivity and job satisfaction.

Improvements to AFRISS were significant due to the addition of a new software application -- Casefile Offline. This application allows recruiters to build applicant files without connecting to AFRISS. This capability is useful when AFRISS is down for maintenance, or the recruiter lacks connectivity to the Internet.

A VPN stability issue caused problems at various sites, including AETC agencies at Randolph AFB. It would cause a recruiter connected to AFRISS and working on an applicant file to be kicked off the network. Focused efforts and use of a Tiger Team to identify root causes of configuration problems dramatically improved users' experiences at Randolph.

AFRISS's technical refresh and use of Oracle 10g produced the following performance improvements:

1. Reduced the queue for recruiters' application requests from an average of 20 to 0.5;
2. Allowed recruiters using Casefile Offline to complete an applicant's case file significantly faster; and
3. Dramatically improved the stability of connectivity to the network.

Figure 2–1 shows the time savings per activity due to the Oracle 10g upgrade.

Future Impact

The plan for FY10-FY12 is to merge AFRISS with the Air Force Reserve recruiting system, AFRISS-R. The result will be a recruiting system called AFRISS-Total Force (AFRISS-TF) that will have enhanced functionality and improved system response time.

SMP Alignment

AFRISS supports SMP Business Priority 1: Support the All-Volunteer Force. Air Force recruiters depend on robust applications and a stable information architecture to perform recruiting activities and support an all-volunteer Air Force. Modernizing AFRISS improved accession processes and system performance.

AFRISS Benefits:

- Faster access
- Offline, work-anywhere capability
- Improved network stability

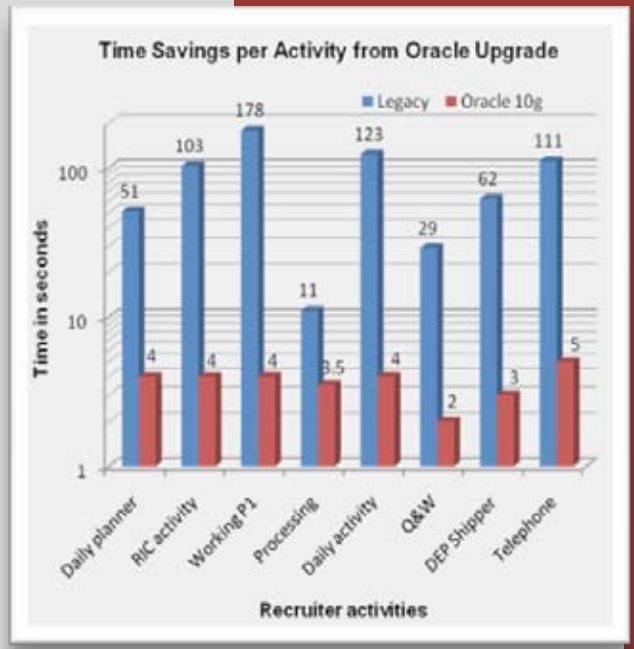


Figure 2–1. Time Savings per Activity

Case in Point: The Army Learning Management System (LMS)

Army LMS delivers training, accessible records to Soldiers

Overview

The Army Learning Management System (LMS) is a Web-based information system that delivers training to Soldiers, manages training information, and provides training collaboration, scheduling, and career planning capabilities in both resident and non-resident training environments. The LMS is a subset of the Army Distributed Learning System (DLS), which supports a common Army IT infrastructure for delivery of distributed learning (dL) content and automated management of training in support of individual, group and collective task training.

Distributed learning allows users to maintain or improve their technical and tactical proficiency, obtain standardized military occupational specialty (MOS) skills, and develop as leaders while still working fulltime. A wide variety of training topics is available to help Soldiers develop their knowledge and skills in business, information technology and foreign language. The Army dL infrastructure includes the capability to provide training access for deployed Soldiers and to support surge training in times of emergency, and can provide classified training. This capability, through satellite links, enables the rapid distribution of lessons learned in combat. The Army's readiness to perform assigned missions is supported by its ability to employ properly trained personnel. Training via dL directly impacts the Army's ability to meet its training mission to ensure Soldiers receive critical training for mission success.

The LMS has the potential to touch every Soldier and civilian in the Army. It will be the single source for Soldiers and provides training management support to their leaders so they can see Soldiers' training deficiencies and address and direct training necessary to correct those deficiencies. The LMS assists the Army in streamlining, consolidating and standardizing the training process by providing one-stop shopping for Soldiers, Army civilian employees and Commanders to access training catalogs, registration, execution and completion histories for the entire Army workforce. The LMS maintains training records for Soldiers and civilians throughout their Army careers and can provide lessons and skill level granularity to training records via linkage to the Army Training Requirements and Resources System (ATRRS) database.

The LMS provides greater stability for Soldiers families by enabling more home station training capability; increasing readiness, and providing flexibility to take required training in a just-in-time mode -- anywhere, anytime. It reduces the cost to the Army per trained Soldier by reducing expenses involved in residence training.

Benefits

In 2009, DLS performed a series of changes to improve system performance and utilization along with implementing a focused effort to promote the LMS and facilitate its hosting of Army training products. These changes include increased bandwidth, technical refreshment of hardware, and availability improvements. DLS also established a dedicated team of experts in training automation to assist proponent organizations with the migration of courseware from legacy systems to the LMS. These actions contributed to the following increases in FY09 from the previous year:

- Increased the number of student accounts by 88%
- Increased the number of courses offered by 111%
- Increased the number of course completions by 157%

The LMS supported over 847,000 student accounts from December 2008 to November 2009, with monthly increases of more than 40,000 as shown in Figure 2–2. These training participants leveraged web-enabled training in military technical and tactical proficiency, military occupational specialty skills, and military leader development. During that time, the number of courses available through LMS increased from about 700 to about 1,000.

The demand for training is growing. Supplementing and complementing traditional Army schools, Army dL capability has experienced an increase in the number of participants. This increase in relevant training delivered to the Soldiers and DA Civilians by dL provides a positive impact on Army readiness by reducing training backlogs.

Future Impact

The Army has mandated that all dL courseware be migrated over to the LMS by the end of FY11. This will yield an estimated increase in LMS capacity to deliver training to Army Soldiers and DA Civilians. DLS is currently planning for the migration and conversion of these new dL course offerings to the LMS inventory.

In addition to the capability delivered by LMS, the DLS maintains 226

Army LMS Highlights:

- Enables rapid distribution of lessons learned in combat via satellite links
- Provides training via distributed learning
- Meets Army training mission to ensure soldiers receive critical training for mission success

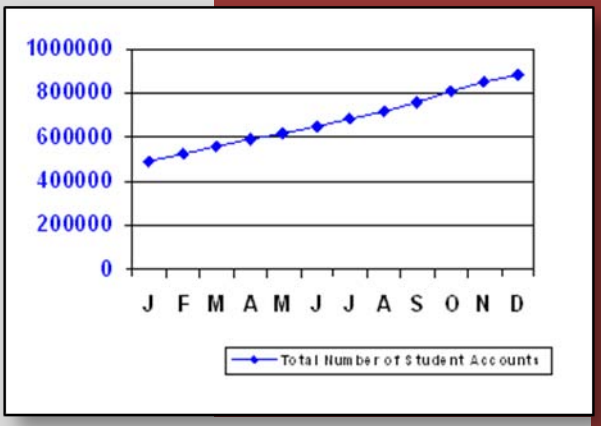


Figure 2–2. Army LMS Student Account Monthly Increases

Digital Training Facilities (DTFs) worldwide, hosting over 425,000 training participants in FY09. DLS-managed Army e-Learning provided 5,400 web-enabled commercial, business, and technical courses; and 32 foreign language training courses to over 850,000 (650,000+ for eLearning and 200,000+ for Rosetta Stone) training participants worldwide. In addition, the DLS completed development of the Deployed Digital Training Campus (DDTC), which provides access to this training for deployed Soldiers. The Army currently plans to field 50 DDTCs beginning in FY10, which will provide training for up to 860 deployed Soldiers per hour at Full Operational Capability (FOC). Each of these capabilities will leverage the training resources inherent within the LMS.

SMP Alignment

The LMS aligns with SMP Business Priority 1: Support the All-Volunteer Force, by maintaining and shaping a mission ready force, and improving military quality of life. The LMS significantly improves both the Soldier's availability for Command assignments and family time at home station by allowing access to skill qualification and professional development training electronically vice residence training. It also aligns with Priority 4: Enhance the Civilian Workforce, by affording professional development training opportunities to sustain and improve the quality and competence of Department of the Army (DA) civilians.

Case in Point: Joint Electronic Health Records Interoperability (JEHRI)

DoD-VA medical data-sharing smooths Veterans' transition

Overview

The DoD and the VA have long provided excellent health care for their beneficiaries. However, the transition from the DoD health system to the VA's was not always smooth because each had its own information systems, organization and language. Fortunately, that transition has improved over the past decade due to a strong partnership to facilitate interagency sharing of health data called Joint Electronic Health Records Interoperability (JEHRI).

As a result of this joint venture, health care providers now have access to more complete and accurate health records for Service Members and Veterans.

Rise in DoD-VA Record Sharing

Health Care Service	FY09 Change
Unique Patients	11.1%
Lab Results	12.7%
Radiology Reports	11.8%
Pharmacy Records	12.9%
Ambulatory Records	25.7%

The DoD and the VA continue to enhance information management and technology initiatives to significantly improve the secure sharing of appropriate health information. Initiatives to improve delivery and continuity of health care include:

- Implementation of the Federal Health Information Exchange (FHIE) to enable transfer of protected electronic health information from DoD to VA at the time of a Service Member's separation;
- Sharing of pre- and post-deployment health assessment information between the DoD and the VA;
- Implementation of the Bidirectional Health Information Exchange (BHIE) to facilitate real-time information sharing;[3]
- Sharing of theater clinical data (including inpatient notes, outpatient encounters, and clinical data such as drugs administered, allergies, and laboratory and radiology reports); and
- Implementation of an interface between the DoD's electronic health record, the Clinical Data Repository (CDR), and the VA's Health Data Repository (HDR) to allow sharing of computable[4] outpatient pharmacy and allergy data.

3 Information includes allergy, outpatient pharmacy, inpatient and outpatient laboratory and radiology reports, demographic data, diagnoses, vital signs, problem lists, family history, social history, other history, and questionnaires.

4 Computable data is in a format that a computer can understand and act on to, e.g., alerts to clinicians on drug allergies.

Benefits

During FY09, the DoD and the VA continued to improve the appropriate sharing of health information in the following ways:

- The DoD made discharge summaries available to the VA for an additional six DoD inpatient facilities. Discharge summaries are now available for 24 facilities representing over 59% of DoD's inpatient beds.
- The two Departments completed baseline functionality for the sharing of social history data to better enhance a physician's assessment for patients' care.
- The Departments demonstrated an initial capability for scanning medical documents and sharing them electronically.
- The Departments implemented four new gateways[5] to support expanded bandwidth requirements. The new gateways are operational in Dallas, Texas; Kansas City, Missouri; Santa Clara, California; and Reston, Virginia. As of September 2009, 30% of data had been migrated from the original single gateway, located in Austin, Texas, through the four new operational gateways, from systems existing as of June 2009.
- Development of a new VA capability to view summarized responses collected at the DoD Military Treatment Facilities and stored in the DoD's electronic health records.
- The Departments developed a schedule for completing implementation of the automated activation of active dual consumer patient capability. As of September 2009, the Departments had exchanged computable outpatient pharmacy and medication allergy data on over 44,400 patients who receive healthcare from both systems.

Table 2–1 shows the increase in BHIE exchanges from FY08 to FY09.

	September 2008	September 2009
Unique correlated patients	3.1 million	3.4 million
Unique new patients (not in FHIE data repository)	1.5 million	1.6 million
Weekly FHIE/BHIE queries supported (4Q)	67,880	76,950

Table 2–1. Increase in BHIE Exchanges

Future Impact

The DoD and the VA continue to assess information interoperability needs and identify potential information technology opportunities to promote efficiencies in the delivery of health care and benefits administration. Future opportunities to improve information interoperability may encompass sharing more items or improving the ease of use or access to items already being shared. Specifically, for FY10 and FY11, the Departments have planned the following information interoperability improvement initiatives:

- The DoD and the VA will sustain FHIE, BHIE and deployed Clinical Data Repository/Health Data Repository (CHDR) domains.

5 The new gateways support expanded bandwidth requirements by providing high availability and failover capabilities for health data exchange between DoD and VA. Includes security controls – encryption, access control, address translation and traffic monitoring.

- The DoD and the VA will complete the migration of the data being shared through DoD/VA enterprise systems existing as of June 2009.
- The DoD will increase access to inpatient documentation for shared patients from the DoD's inpatient documentation system to 85% or more of DoD inpatient beds.
- The DoD will begin implementing technical solutions to enhance provider usability of the BHIE data viewer for DoD providers.

- The DoD and the VA will sustain FHIE, BHIE and deployed CHDR domains.
- The DoD will begin implementing technical solutions to ensure that radiological orders and patient demographics are sent to the Theater Picture Archiving and Communication Systems, and that corresponding radiological reports are incorporated in the Theater Electronic Health Record (EHR).
- The DoD will increase access to inpatient documentation for shared patients from the DoD's inpatient documentation system to 90% or more of DoD inpatient beds.

SMP Alignment

JEHRI addresses SMP Business Priority 1: Support the All-Volunteer Force with its direct focus on interoperability and data sharing between the DoD and the VA, which is listed as a key initiative in the SMP. It also contributed to MHS's ability to meet an important goal in FY09. The DoD/VA Interagency Clinical Informatics Board identified six high-level interoperability objectives, called data sharing requirements. Existing data sharing initiatives resulted in the implementation of electronic health record systems or capabilities for full interoperability of health care information for clinical care. The goal for 30 September 2009 was met and demonstrated via improved interoperability by the electronic exchange of health information.

JEHRI by the Numbers

4.9 million
Service members with health data in JEHRI

75.1 million
Lab results

12.2 million
Radiology reports

77.4 million
Pharmacy records

84.7 million
Standard ambulatory data records

3.4 million
Consultation reports

1 million
Individuals with deployment-related health assessments

Case in Point: Total Force Structure Management System (TFSMS)

Marine Corps' TFSMS cranks out authoritative data on the force

Overview

The Total Force Structure Management System (TFSMS) is a Marine Corps enterprise system integrating capability development processes to support the warfighter in terms of structure and equipment. TFSMS enables efficient maintenance of like units by applying mirror unit business rules. It also automates compensation capabilities/billet reconciliation, and large reorganization movement of Marine Corps force structure data. TFSMS develops the Marine Corps Global Force Management Organizational Server, making Marine Corps information on force structure management and integrated capabilities available to decision-makers inside and outside the Marine Corps.

TFSMS identifies Marine Corps capability by defining force structure and warfighting equipment requirements through the Future Years Defense Program. It forms the basis of all Marine Corps planning for organization, staffing, recruiting, equipment, procurement, fielding, training and logistics. It is the Marine Corps' authoritative source for organization and equipment authorizations (Table of Organization and Equipment [TO&E]) and the key enabler in the Joint Staff-led Global Force Data Initiative for global force visibility.

Benefits

TFSMS adds new functionality and capability to eliminate manual efforts associated with restructuring the Marine Corps force structure (organization and equipment) data and ensuring changes comply with Marine Corps business rules. Its ability to maintain a very detailed transaction history of all changes to data provides a wealth of information for trend analysis, auditing and other functions. It addresses DoD requirements for the Marine Corps to provide an organizational server as part of the overall Global Force Manage-

ment Data Initiative. Finally, the improvements enhance current capability and design in the manner required to accommodate how the Marine Corps actually does business.

TFSMS access has been extended across the continental United States and Asia over the past three years, with two classes of users (see Figure 2–3). As the Marine Corps' enterprise-wide system for force structure management, TFSMS spans the Service to convert strategic guidance, policy and commander-generated recommendations into information that serves as the foundation for integrated capabilities (personnel, equipment and training) required to execute mission essential tasks. The population and availability of TFSMS users throughout the Marine Corps is tracked to ensure the ability to query, view, analyze and report Marine Corps TO&E data.

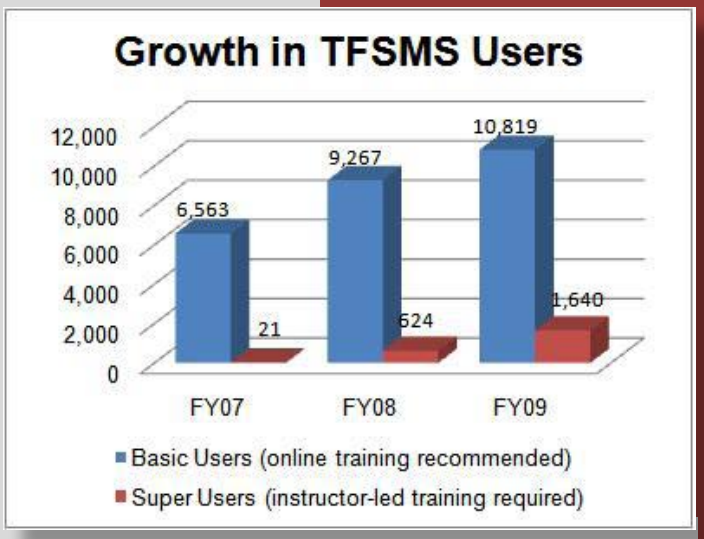


Figure 2–3. Marine Corps TFSMS Users

Future Impact

TFSMS improvements will include further automation of processes that determine equipment approved acquisition objectives, implementation of state-of-the-science information sharing and exchange technologies, and closer integration with adjacent process domains. These upgrades will provide decision-makers inside and outside the Marine Corps with more timely and accurate Marine Corps information on force structure management and integrated capabilities.

SMP Alignment

TFSMS addresses Priority 1 Support the All Volunteer Force to maintain and shape a mission-ready all Volunteer Force; and Priority 3: Reform the DoD Acquisition and Support Process, by providing better authoritative data for decision-making.

TFSMS Edge

- Eliminates manual data processes
- Maintains detailed history of changes
- Meets DoD rules for force management data
- Conforms with Corps business operations

Case-in-Point: Defense Personnel Records Information Retrieval System (DPRIS)

DPRIS speeds up benefits processing service to Veterans

Overview

In the past, Veterans' benefits were delayed for months (sometimes years) while government agencies waited to receive the records to adjudicate benefits. Today, agencies using the Defense Personnel Records Information Retrieval System (DPRIS) can access these files online for all Service members who left the military (retired or separated) since the mid to late 1990s (depending on Military Department). DPRIS is a portal through which users can access Service-specific digital repositories.

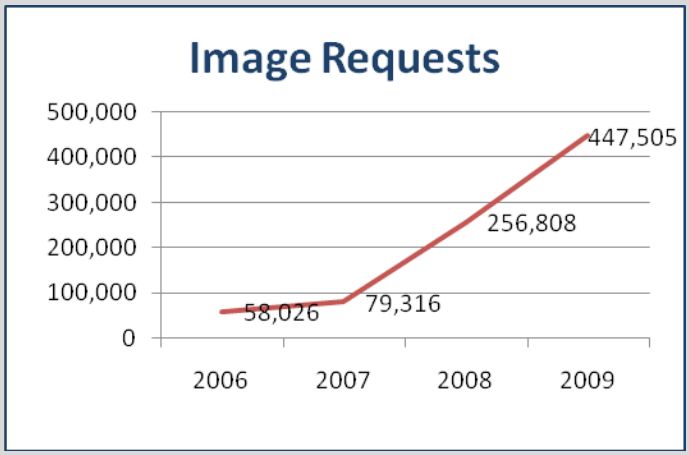


Figure 2-4. DPRIS Image Requests per Year

Benefits

Building on the in-depth BPR efforts of the late 1990s, DPRIS was designed to improve Service members' and Veterans' access to their personnel records. Operational in 2002, DPRIS has been continuously enhanced and became web-based in 2007. The ability to access files online significantly increased DPRIS usage during 2007 to 2009 (see Figure 2–4).

Originally designed for use by the VA, the DPRIS user community has expanded to other DoD and federal agencies including the National Personnel Records Center and the Office of Personnel Management. In 2009, the Defense Finance and Accounting Service (DFAS) and VBA Education Services joined the user community and contributed to the total 2009 processing of 447,505 image requests, a 74% percent increase in the number of requests processed in 2008 (see Figure 2–5).

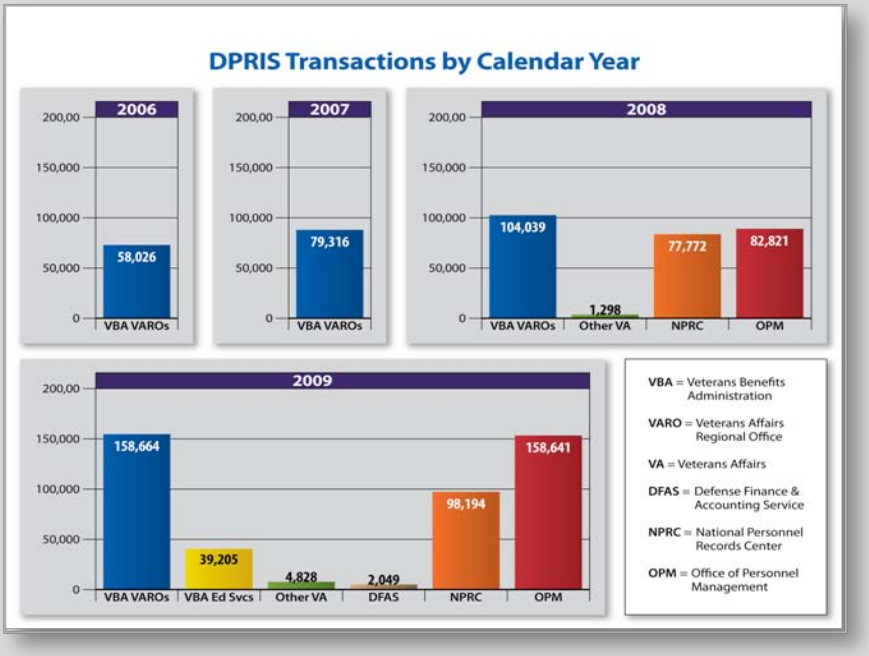


Figure 2–5. Expanding DPRIS User Community

Future Impact

In December 2009, OUSD (P&R) Information Management (IM) partnered with the VA to use VA's eBenefits portal as a means to give veterans access to their own personnel information using a secure login process. The availability of this web-based application gives veterans faster service and is expected to reduce Services' workload associated with processing requests for Official Military Personnel File information.

SMP Alignment

DPRIS aligns to the SMP Business Priority 1: Support the All-Volunteer Force. It specifically supports the desired SMP outcome to strengthen DoD partnerships with internal and external organizations to achieve common goals USD (P&R).

DPRIS Benefits

- Allows agencies to quickly determine veterans' benefit
- 3 additional agencies joined VA as DPRIS users
- Demand increasing nearly 100% on average annually

Case in Point: Total Force Administration System/Manpower Operations Systems (TFAS/MOS)

TFAS/MOS provides Marines accurate, easy-to-use online records

Overview

Manual processes for maintaining human resources data tend to be error-prone, slow and costly. That was certainly the case in the Marine Corps. The Total Force Administration System (TFAS) and Manpower Operations Systems (MOS) portfolio of capabilities is a suite of web-based IT solutions that are singularly focused on optimizing manpower functions. TFAS/MOS improves information reliability, information assurance and data availability while increasing efficiency through the automation of essential processes, reduction of labor-intensive and paper-based systems, and the continued development of integrated capabilities. TFAS/MOS interacts with and leverages the capabilities inherent in the Marine Corps Total Force System (MCTFS), the Marine Corps' single integrated personnel and pay system.

The transformation of Marine Corps administrative capabilities from manual, labor intensive functions to automated capabilities will improve quality of service and provide Marines, Commanders and Administrative Personnel a web-based, self-service capability to conduct human resources processes.

Benefits

Allowing Marines and leaders to view and update personnel data and conduct human resources transactions online reduces administrative overhead associated with labor-intensive, paper-based processes. TFAS/MOS aligns with and supports the Marine Corps Human Resource Development Process Core Value Stream and the DoD's Hire-to-Retire end-to-end business flow. Initiatives realized during FY09 and planned for FY10 to increase TFAS/MOS's capabilities include:

- **Secure Personnel Accountability (SPA)** – provides real-time accountability for all deployed Service Members under administrative and operational control of Marine Corps commanders as directed by Joint Chiefs of Staff and Title 10. Joint and unit reporting is accomplished by managing and delivering required accountability tasking for the Office of the Secretary of Defense (OSD) to include the Joint Personnel Strength Report and the unit Personnel Status Report. Commander accountability is accomplished by managing and delivering required accounting of the present combat strength for use by the unit commander and his staff.
- **Drill Management Module (DMM)** – provides an end-to-end automated capability to manage Marine Corps Reserve inactive duty training periods, or drills. It automates the drill accounting process by providing the capability to schedule, manage, allocate, muster and report drill periods to MCTFS for the Marine Corps Reserve community. Once fully fielded, DMM will support all 40,000 members of the Selected Marine Corps Reserve.
- **Case Management Module (CMM)** – automates over 100 manual process currently being performed by administrators by providing a robust workflow, dynamic forms, metrics and dashboards, and knowledge management; while decreasing paper-based processes and transactions. CMM is a process improvement solution for a labor intensive, manual, administrative workload.

In addition to improved service to the military population, TFAS/MOS enables the Marine Corps to reallocate manpower formerly needed to perform manual administrative processes to warfighting mission roles. At present, assignment of Marine Corps administrative personnel to deployed units has decreased by approximately 50 to 70%. Figure 2–6 shows three common personnel transactions which are now successfully performed online: Proficiency/ Conduct Marks, Combat Fitness Testing, and Common Skills. The majority of these transactions are now performed by unit leaders on line and transmitted to MCTFS using TFAS/ MOS, rather than via administrative specialists at USMC Installation Personnel Administration Centers.

TFAS/MOS Benefits

- Provides real-time accountability for all deployed service members
- Manages required drills for Marine Corps Reservists
- Significantly increases automation of personnel transactions

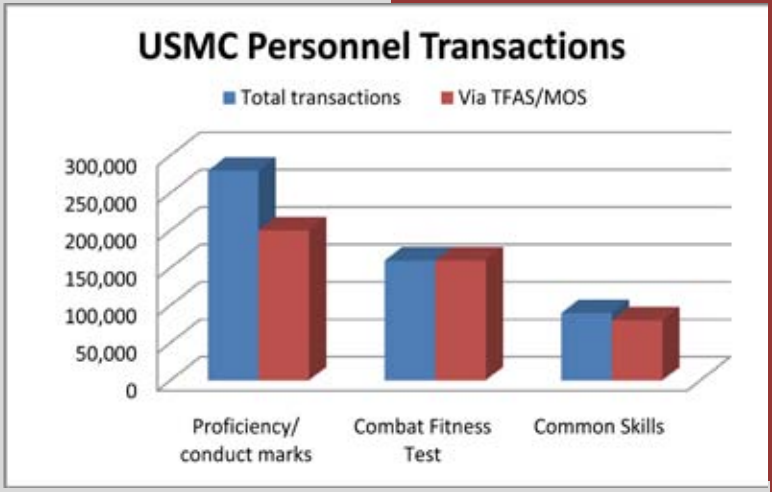


Figure 2-6. Personnel Transactions

Future Impact

Moving more personnel transactions to a web-based environment is already reducing operational costs and standardizing improved business processes. Once the DMM is fully fielded during the second quarter of FY10, it will significantly increase the timeliness of payments. The "as is" process, which has been in place for 35+ years, takes up to 20 days to compensate personnel for drill duty; the "to be" process will provide payment within 3 days.

The implementation of TFAS/MOS is improving timeliness, accuracy and accessibility of personnel data. It gives the Marine Corps the opportunity to reduce administrative overhead labor costs and reallocate manpower where it is most needed -- to support warfighter mission roles.

SMP Alignment

TFAS/MOS addresses SMP Business Priority 1: Support the All-Volunteer Force by improving business operations to provide better service, retention processes, and quality of life to the military population. These improvements are realized through faster, accurate and more accessible personnel transactions and information. They improve the military population's quality of life by enabling individuals and leaders to view and update personnel data and conduct human resources transactions via Marine Online or the Manpower Information Portal.

Weapon Systems Lifecycle Management (WSLM)

Overview

The Under Secretary of Defense for Acquisition, Technology & Logistics (USD [AT&L]) is responsible for overseeing all business activities and processes associated with Weapons Systems Lifecycle Management. WSLM addresses the full life cycle of weapon and associated information systems from concept to disposal.

WSLM Goals and Objectives

The WSLM CBM seeks to improve acquisition-related oversight, processes, data, decision support, information access, and resource management. Specifically, it strives continuously to improve the following:

- A management structure to address the full life cycle of acquisition processes oversight, to include: requirements definition, technology development, production and deployment, operations and support, and disposal;
- Accessibility, continuity and accountability of acquisition information; and
- A balanced and coherent Defense acquisition, technology and logistics process that supports the National Security Strategy and makes the most effective use of resources provided.

WSLM Initiatives

The following are key WSLM initiatives to reform acquisition execution:

- **Defense Acquisition Management Information Retrieval (DAMIR)** – Provides Defense program status information to Congress and DoD decision makers. DAMIR is the tool used by decision makers to access Selected Acquisition Reporting (SAR) and Defense Acquisition Executive Summary (DAES) data. It is also the authoritative source for Acquisition Program Baseline (APB) data. Capability improvements in FY09 centered on improving the display of data pulled from authoritative sources through the Acquisition Visibility (AV) service-oriented architecture (SOA) (see Figure 2–7).

Figure 2–7. DAMIR Display

- **AV Data Governance** – Establishes a structure for governing acquisition data across the Department. In FY09, USD(AT&L) instituted use of the Data Entity Package (DEP), a web-based tool for documenting the Military Department's and program owners' commitment to make governed data available from their designated authoritative sources (see Figure 2–8).

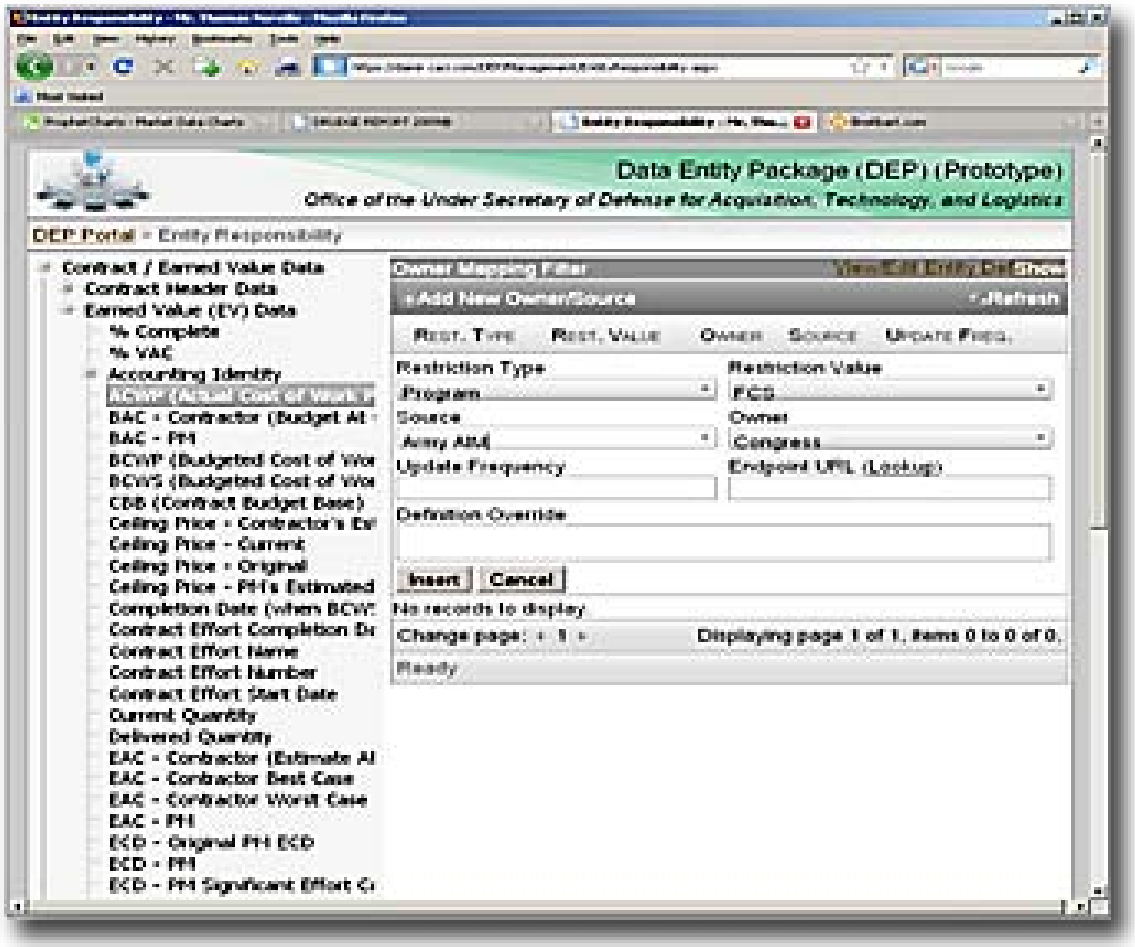


Figure 2–8. Data Entity Package

- **AT&L AV SOA Implementation** – Demonstrates a technological approach to make governed, authoritative data available to authorized users across the Defense acquisition community. SOA capability for making governed data available to authorized users was initially promoted in 2008. In FY09, USD (AT&L) directed full implementation to support Defense acquisition decision making. The AV SOA pilot architecture makes 148 governed data elements available for the Military Departments' 102 Major Defense Acquisition Programs (MDAPs) and is extensible to other data elements and programs. This effort integrates and aligns data management efforts across the DoD and offers a profoundly better data model that makes data transparently available to anyone throughout the enterprise who has a legitimate need.
- **Analysis Tools Implementation** – Makes tools available to provide access to critical Defense acquisition decision-making data. DAMIR-SOA, Kaleidoscope,[6] and the AV SOA Portal (see Figure 2–9 for screenshots) are currently in use for accessing and analyzing data governed by AT&L AV SOA. DAMIR-SOA provides a familiar interface through which analysts can view data. Kaleidoscope was significantly redesigned in FY09 to better address the macro- and micro-level data needs of executives and analysts regarding acquisition data.

DAMIR SOA **Kaleidoscope** **AV SOA Portal**

Figure 2–9. AT&L AV SOA Analysis Tools

- **Earned Value Data Enhancements** – Improves access, accuracy and timeliness of Earned Value Management System data. The Earned Value Management Central Repository (EVM-CR) pilot program provides an automated central repository for key acquisition data (e.g., Contract Performance Reports) and provides a test framework to evaluate and improve contracting approaches for EVM and Cost and Software Data Reporting.

  The EVM-CR contains information for all acquisition programs required to provide EVM data (74 MDAPs and 8 MAISs). It is accessed by more than 1,700 users and used to store approximately 250 submissions a month. Each month, more than 2,000 documents are accessed and downloaded.

6 Kaleidoscope is an analytical tool in development by the DoD.

Figure 2–10 shows the significant improvements that have been achieved in the last year: 90% of data submissions in 2009 were on time, an improvement of 30 percentage points. Also, the percentage of programs complying with Electronic Data Interface (EDI) data standards increased by more than half.

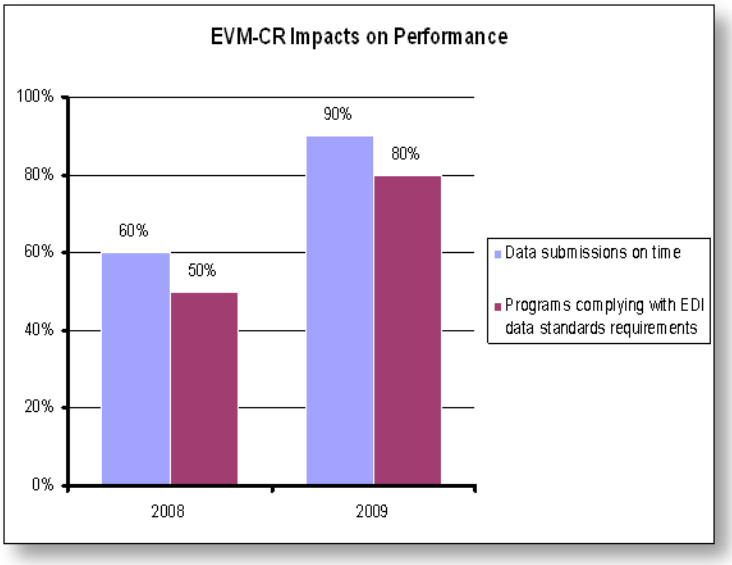


Figure 2–10. Improvements in EVM-CR Performance

- **Pre-Milestone B Information Management** – Establishes enterprise structure, data and information requirements for pre-Milestone B acquisition efforts to meet the 2009 Weapon Systems Acquisition Reform Act (WSARA) requirements. WSARA expanded the data and information requirements for Pre-Milestone B acquisition efforts. To meet these requirements, WSLM initiated work to identify necessary data elements to support statutory and regulatory pre-Milestone B information requirements and to establish a common data requirements format. The pre-Milestone B data elements requirements list will be presented to the WSLM Senior Steering Group for approval. Once approved, the list will be implemented through the AT&L AV SOA effort.
- **Capital Asset Management System-Military Equipment (CAMS-ME)** – Records and manages capital assets for financial reporting compliance.

Many of these initiatives improve collection, transparency and availability of key program data to facilitate analysis necessary to support timely and effective departmental decisions and action.

Summary

Collectively, changes in data governance and development of shared services are breaking down the parameters of proprietary information across the Army, Navy, Air Force and OSD. These changes improve interoperability across the Department, greatly increase access to useful acquisition information and improve the quality of investment decisions made in the Department.

SMP Alignment

The WSLM CBM supports achievement of SMP Business Priority 3: Reform the DoD Acquisition and Support Process; and Priority 4: Enhance the Civilian Workforce. It also aligns to SMP-related goals and outcomes associated with improving authoritative data for decision making and right-sizing and rebalancing the acquisition workforce to grow the workforce by 20,000 positions by FY15.

WSLM Transformational System with a Case in Point Story

The transformational system listed below, described in the Case in Point narrative following this section, delivered substantial benefits to DoD business operations in FY09:

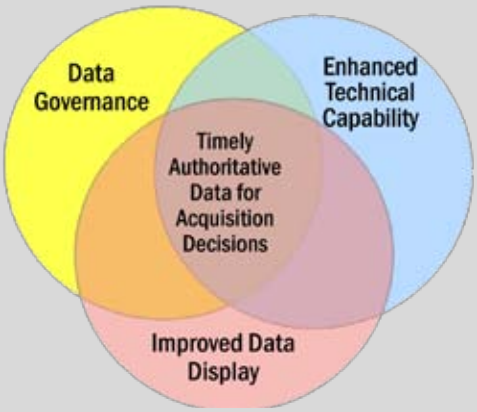
- DAMIR provides acquisition decision-makers with authoritative acquisition data

Case in Point: Defense Acquisition Management Information Retrieval (DAMIR)

DAMIR grants decision-makers a good look at acquisition data

Overview

The Defense Acquisition Management Information Retrieval (DAMIR) system is intended to provide enterprise visibility to information in the Department's portfolio of MDAP and MAIS programs, which totals more than $1.6 trillion of investment funds over the life cycle of the programs.



DAMIR supports acquisition visibility by providing a unified web-based interface through which Congress and DoD leaders can access Defense acquisition program decision-making information. DAMIR has long been the authoritative source for APB data as well as a display tool for SAR and DAES reports.

In FY09, the Department redirected DAMIR's capabilities in light of the Acquisition, Technology & Logistics AV SOA effort. This effort is focusing on changing the way the DoD manages its acquisition data by providing governance, accountability, a framework for access to authoritative data, and definitions and business rules to define authoritative data.

Management of critical Defense acquisition data is performed through the WSLM governance structure, which established a technical capability to pull data from the single authoritative source and make it available to any authorized tool or application. DAMIR provides one of the display tools for the AV data and is the authoritative source of some data, such as the APB. As this effort expands, WSLM governance is working toward adding data elements and programs into the AT&L AV SOA that can be accessed via DAMIR-SOA and other web displays and business intelligence tools.

Benefits

The successful implementation of data governance and technical capability, and display of that data through DAMIR-SOA and other tools, enables acquisition decisions to be based on timely and authoritative data. The data governance processes have aligned data definitions to facilitate "apples-to-apples" comparisons across Services and programs, provided accountability for managing data integrity, and instituted techni-

cal standards that allow timely access to governed data. The AT&L AV SOA effort has achieved a profoundly different data model, one in which data are available, transparently and immediately, throughout the enterprise to whomever has a legitimate need for the data.

In FY09, DAMIR's flexibility allowed for timely responses to ad hoc Congressional requests for SAR information. In addition, DAMIR's capability to receive and transmit web services made it a key system in the overall AT&L AV SOA effort. With DAMIR's support, AT&L AV SOA completed an initial pilot of data governance and SOA capability, which has been demonstrated to the Defense acquisition community and rolled out to a small number of users.

As a result of FY09 efforts, the pilot capability now provides access to key information covering the major facets of program management – Earned Value Management, Nunn-McCurdy Unit Cost, Budget, Milestone, Science and Technology, and Program Administration. This information is represented in 148 data elements for all 102 MDAPs managed by the Military Services. Users can access this information via the AV SOA Portal, DAMIR-SOA, and Kaleidoscope, an analysis tool in development that provides additional ways to view key acquisition data.

Future Impact

The DoD will have greater transparency related to the status of its acquisition programs because of the availability of additional acquisition programs and additional data elements via AT&L AV SOA through business intelligence tools such as DAMIR-SOA. As the capability matures – both technically and functionally – the depth of information will provide additional insight to support the Department's ability to provide needed capability to the warfighter on time and within budget through improved acquisition decision making.

SMP Alignment

DAMIR and the associated AT&L-AV effort address Business Priority 3: Reform the DoD Acquisition and Support Processes, by improving the authoritative nature and timeliness of critical Defense acquisition decision-making data.

DAMIR Delivers

- Provides accountability for integrity of managed data
- Allows timely access to data
- Makes data available, transparent and immediate

Link to TOC

Materiel Supply and Service Management (MSSM)

Overview

The Logistics, Materiel and Readiness (LM&R) Directorate within the Office of USD (AT&L), has management oversight responsibility for integrating all the elements that comprise the Department's supply chain. Its scope includes logistics-related activities associated with: planning, requesting materiel, sourcing, making/manufacturing/repairing, performing logistic operations and field services, sustainment, delivery of property and forces, receipt and acceptance, monitoring payment, supply chain entitlements, retail sales, and the return or retrograde of all classes of supply (materiel), personnel, and forces (deployments). It focuses on ensuring that enterprise business capabilities meet readiness requirements for the warfighter and support DoD forces at sustained levels of performance to meet or exceed Combatant Commanders requirements.

MSSM Goals and Objectives

The goals and objectives of the MSSM CBM are as follows:

- Support contingency business operations by applying lessons learned on the battlefield and adapting industry leading practices to provide necessary business flexibility to address new and future challenges; and
- Reform DoD acquisition and logistics management practices and underlying processes.

To accomplish these goals, business processes and supporting technologies must be implemented to ensure delivery of quality material and services to DoD stakeholders within expected timeframes and budgetary constraints.

MSSM Initiatives

The following initiatives enable the goals of the MSSM CBM:

- Procurement Data Standard (PDS) -- Data standards for contract writing will provide a basis for future standardization of information exchanged throughout the entire Procure-to-Pay (P2P) process and ensures reliable and accurate delivery of acceptable goods and services.
- Procure-to-Pay Pilots -- On January 23, 2009, the DCMO directed that two pilots be performed to determine the feasibility of using COTS ERP software to execute the entire P2P process inside a single ERP instance.
- • Automating Material Visibility -- Implementation of Automated Identification Technologies (AIT), Radio Frequency Identification (RFID) and Item Unique Identification (IUID) improves the DoD's ability to locate and account for materiel assets throughout their life cycle, create transaction visibility across logistic systems, and support joint warfighting missions.

Procurement Data Standard

The PDS, developed under the guidance of the Defense Procurement and Acquisition Policy office (DPAP), is a system-agnostic data standard that was created to drive the standardization of contract output to help enforce Federal Acquisition Regulation (FAR)-based contracting laws and regulations, and to support interoperability among different procurement, logistics and financial systems. It defines the minimum requirements for procurement system output to support interoperability of DoD acquisition systems and to standardize and streamline the P2P business process regardless of the systems or tools leveraged by the contracting community. Further, the PDS will improve visibility of contract-related data, enabling senior DoD leadership to making better, more informed business decisions. Finally, as this standard is intended to be adopted and implemented DoD-wide for creation, translation, processing and sharing of procurement actions, it will also support future migration to other enterprise and federal systems and processes where appropriate.

Recent progress in several areas is described below:

- After publication of the first two increments of the PDS in 2008 and 2009, complete configuration control of the standard was established by the DPAP office in October 2009. Full configuration control establishes lock-down of the PDS's technical language and enables procurement system developers to begin development of the proper maps required to pass data to other systems. The PDS is further being used to develop a baseline data standard for purchase requests.
- Led by DPAP, the three major contract-writing systems used by the DoD Components are developing data extracts that conform to the PDS, which will enable the transmission of standardized contract award and modification information.

Procure-to-Pay Pilots

The DoD seeks to understand both the advantages and the challenges of configuring ERP systems to implement each of the end-to-end process functions identified in Figure 2–11.

Figure 2–11. The P2P End-to-End Process

Because the referential integrity of data decreases dramatically when ERPs interface to other systems, the DoD has initiated pilot efforts to examine the effectiveness of performing P2P activities within a single ERP instance. The DoD seeks to understand both the advantages and the challenges of configuring ERP systems to implement each of the end-to-end process functions identified in Figure 2–11.

The Defense agencies are implementing the Defense Agencies Initiative (DAI), which runs on an Oracle ERP platform and utilizes ERP P2P functionality. In August 2009, DAI implemented FAR-compliant contract writing within the ERP for BTA. The agency also went live with the ability to support receipt and acceptance activities for vendors via the Oracle iSupplier module. These ERP-based capabilities eliminated the need to build multiple external interfaces to legacy DoD systems, and provided greater visibility and reliability of transactions from commitment all the way through matching and payment.

In February 2010, the DBSMC approved two additional pilots for performing end-to-end P2P within the ERP solution. U.S. Transportation Command (USTRANSCOM) and the Air Force will be including end-to-end P2P functionality in the DEAMS program, which, like DAI, is utilizing the Oracle platform. This pilot will expand on the work performed by the BTA to date by configuring the solution to handle incrementally more complex contract actions. The second additional pilot will be implemented by the Army in the GFEBS program, which is being developed in an SAP environment.

By performing pilot implementations, the DoD can gauge whether it is feasible to implement this capability for the majority of ERPs being deployed in the Department and, if so, will allow for more streamlined P2P ERP development in the future. Each of these pilots will be evaluated based on the collection of performance metrics such as Timeliness of Obligations, Unmatched Disbursements, Unsupportable Disbursement, Interest Payments, and other similar metrics. The outcome of the pilots will help the Department determine the long-term mix of ERP tools and external transaction systems in delivering end-to-end business processes.

Automating Materiel Visibility

Total Asset Visibility (TAV) is a key focus area for the MSSM CBM. Ensuring that accurate information is visible, available and usable when and where needed will facilitate the DoD's ability to manage its logistics requirements and make decisions. Key components of the DoD's AIT include implementation and application of Serialized Item Management (SIM), IUID and RFID. Together, these initiatives enable more efficient and timely access to asset movement and condition management.

A standard approach to SIM will improve management of these items across supply chain nodes. The IUID program enhances current SIM programs by standardizing previous disparate serial number schemas

to a globally unique identifier and by using a standard machine-readable mark for all IUID-eligible items procured by the DoD. Item Unique Identifiers (UIIs), when correctly assigned and maintained, provide the granularity of item information necessary to manage this population of items correctly. RFID enables hands-off processing of materiel transactions, streamlines business processes and allows DoD to reapportion critical manpower resources to warfighting functions.

Recent progress in several areas is described below:

- IUID: As of September, 30, 2009, 7.6 million items were registered by DoD commercial partners and Components in the DoD IUID Registry. Additionally, 1,687 contractors have delivered new UIIs at a rate of over 49,000 new UIIs per week. Electronic management of government furnished property is now an integrated function involving both the IUID Registry and Wide Area Workflow (WAWF). To ensure new and legacy business systems adopt this functionality, the WSLM-MSSM IRB issued IUID-related conditions. As of August 2009, the IRB issued 31 IUID conditions.
- RFID: Significant accomplishments in FY09 include exceeding the goal for gaining in-transit visibility using active RFID, completing the initial phase of passive RFID implementation, developing RFID metrics, implementing premium AIT in expeditionary environment, expanding outreach to industry, and reviewing AIT requirements for equipment drawdown from Iraq. Responsiveness to the warfighter continues to improve, with a current customer wait time of 16.1 days, down from an overall 16.7 days in FY08.

Summary

The MSSM CBM focuses on improving business processes that support procurement and logistics operations that deliver quality goods and services to the warfighter. The inherent challenges of providing end-to-end supply chain support to the largest organization in the world in two different contingency environments requires alignment of policies, use of data standards, and integration between end-to-end activities, business processes and business systems. The business systems modernization initiatives associated with the MSSM CBM serve to advance this cause.

Strategic Management Plan Alignment

The goals and objectives of the MSSM CBM align very closely to two SMP business priorities: Priority 2: Support Contingency Business Operations; and Priority 3: Reform the DoD Acquisition and Support Processes. Many related goals, measures and initiatives in the SMP are dependent on the successful delivery of the MSSM CBM capabilities.

MSSM Transformational Systems with Case in Point Stories

The transformational systems listed below, described in the Case in Point narratives following this section, delivered substantial benefits to DoD business operations in FY09:

- CPA gets high-priority shipments through customs processing
- DPS helps military families, DoD civilians move with better service, less worry
- Navy ERP reduces IT costs, streamlines business practices
- Suppliers and transporters now share a single data source: IGC
- WAWF saves money, enhances accuracy of supply chain data

Case In Point: Customs Process Automation (CPA)

CPA gets high-priority shipments through customs processing snags

Overview

USTRANSCOM operated two aging prototype customs processing systems in Korea and Germany until FY09. These paper-based systems could not provide the assurance that customs and shipping documents were accurate or complete. Now, Customs Process Automation (CPA) is expediting the process for high-priority air express shipments by integrating the entire process, beginning with clearance-related activities that occur prior to cargo arriving in country. Before CPA, delays in customs processing added days to delivery times, often offsetting the faster delivery benefits expected of high-cost air express shipments.

CPA Difference

Commercial air express shipments processed within host nation time requirements:

Before CPA	After CPA
30%	100%

Benefits

CPA automates the DoD customs approval process. It creates customs and shipping documents. Its improved processing spe d and accuracy reduces the need for additional contractor support to perform and expedite a manual process. The Customs Clearance Office in Germany was able to cancel a $1.4 million per year commercial support contract after CPA was adopted. Prior to CPA, 70 percent of commercial air express shipments were not processed and closed within the timeframes required by the host nation. Since the implementation of CPA, all air express shipments have been processed within host nation time requirements.

CPA achieved Initial Operational Capability (IOC) when it was successfully deployed in May 2009 to Germany and Korea. It attained full operating capability in September 2009, and now provides support for commercial air express shipments into both Germany and Korea.

CPA delivers the capability to query shipment status, highlights areas requiring improvement, identifies specifically when personnel and equipment are needed to retrieve cleared cargo, and enhances the value of premium shipping.

The DoD pays a higher transportation rate for commercial air express shipments to gain the benefits of two-or three-day service to the theater. CPA compresses customs processing times, ensuring that transit times expected from the air express carriers can be achieved. It also reduces costs paid for premium airlift, supply orders, warehousing costs, positioning of assets, and storage fines and penalties for any shipment of supplies and/or equipment that, while en route to destination, is stopped prior to receipt until further disposition instructions are obtained.

Future Impact

CPA's modern software and open architecture allows customs processing times to be streamlined, and reduces backlogs in closing out customs documentation with the host countries. Its open architecture allows for future expansion if funding is made available.

SMP Alignment

CPA addresses SMP Business Priority 2: Support Business Contingency Operations, by ensuring effective logistics support for current major contingency operations; and SMP Business Priority 3, Reform the DoD Acquisition and Support Processes, by speeding delivery of business system capabilities to the user community.

CPA Service

- Automates DoD customs approval process
- Streamlines customs processing times
- Reduces backlog in custom documentation

Case In Point: Defense Personal Property System (DPS)

DPS helps families move with better service, less worry

Overview

The DoD personal property program, the Defense Personal Property Program (DP3), focuses on meeting the needs of Service members by promoting quality of service. The backbone of DP3 is the Defense Personal Property System (DPS), which automates and simplifies the permanent change-of-station move process. DPS is the one-stop source for managing personal property moves. It provides 24-hour access to personal property shipment information throughout the entire moving process.

The DoD handles over a half million personal property shipments annually, involving 123 Personal Property Shipping Offices (PPSOs) (including the Coast Guard's) and nearly 1,000 Transportation Service Providers (TSPs). [7] For years, the Department has relied upon the Transportation Operational Personal Property Standard System (TOPS), which has become obsolete. Problems included: outdated coding no longer supported by the developer, security issues, poor information management, and impractical or impossible servers for which the manufacturer no longer provides spare parts or service.

Several pilot programs were launched, and the subsequent evaluation concluded that a new end-to-end solution should be developed. Ultimately, program management responsibilities were rolled under the USTRANSCOM Joint Program Management Office (JPMO). DPS has become the modernized replacement for the TOPS system, employing current web technology and integrating and automating processes, in support of the (DP3).

Benefits

IOC was achieved in FY09. Key benefits provided to America's Service members and DoD civilian employees through DPS include:

- Obtained successful rate submissions by 98% TSPs for Domestic, and International shipments in FY09;
- Implemented Best Value Scoring Rate ranking in Quartiles which is the foundation of moving from a lowest cost vendor environment to a Best Value Scoring environment;
- Implemented multiple-service, global utilization of DPS on selected types of shipments; FY09 shipment volume was approximately 10% of the total HHGS shipments. Demonstrated successful shipment operations with all services, and the majority of PPSOs;

7 DPS Overview presented at the April 6-9, 2009, SDDC Training Symposium

- Continued full replacement value for household goods that are lost or damaged;
- Online claims filing and direct settlement with TSPs;
- Best value acquisition of services by awarding shipments based on service member/DoD employee feedback provided via a web-based customer satisfaction survey;
- An integrated information management system for all household goods shipment processes, including but not limited to counseling, shipment award, shipment tracking, customer satisfaction surveys, historical reports and claims;
- Electronic billing and payment;
- Improved communications between military service members/DoD employees, personal property shipping offices, and TSPs; and
- An online self-counseling program provides convenient access to information on entitlements and others topics that apply to a move.

DPS Delivers:

- **Electronic Billing and Payment**
- **Accessible online information to DoD families on the move**
- **Best value acquisition of services**

DPS improves the quality of life for service members and DoD civilians and their families by reducing negative factors associated with the household goods moving process such as stress and worry, and increases satisfaction and happiness with the job and the moving process. While these qualities are subjective in nature, DP3/DPS attempts to track satisfaction through the Customer Satisfaction Survey (CSS).

Future Impact

DPS development and deployment is not complete. Added system functionality and performance improvements planned prior to the May-September 2010 shipment peak season will significantly increase system capability. The true benefits to DoD customers are expected to appear beginning in late 2010, as additional key capabilities related to specific move types are released and more performance issues are resolved. Looking to the future, DPS will be the system of record for DoD-sponsored household goods shipments. It will provide best-value move services for Service members and DoD employees as TSPs strive to gain DoD business by pleasing their DoD customers, and they are held accountable through the CSS. The JPMO Household Goods Systems team is committed to the continued refinement of the DPS system, thus improving the relocation experience and quality of life for all users.

SMP Alignment

DPS addresses SMP Business Priority 3: Reform the DoD Acquisition and Support Processes, by streamlining and focusing acquisition and support processes that result in more rapid delivery of capability. DPS applies a best-value approach in compliance with the DoD Personal Property Program.

Case in Point: Navy ERP

Navy ERP reduces IT costs, streamlines business practices

Overview

The Navy Enterprise Resource Planning (ERP) program was created to modernize, streamline and standardize how the Navy manages people, money, programs, equipment and supplies. Navy ERP integrates many facets of Navy business operations, using a single database to manage shared common data. The program supports the Navy's efforts to become compliant with the Chief Financial Officers (CFO) Act of 1990 and the DoD Information Assurance Certification and Accreditation Process.

Results

- Enabled the retirement of legacy systems with a cost avoidance of $58M in FY10
- 98% compliant with Federal Financial Management Requirements for Systems

Additional benefits of the program include the delivery of transparent and timely financial information, which improves decision-making and reduces business operating costs. Cost savings will be realized by the retirement of redundant, stovepipe, legacy IT systems, a reduction in supply inventories due to improved inventory management and visibility, and increased business process efficiencies.

The program is deployed to 38,000 users at Naval Air Systems Command, Naval Supply Systems Command (NAVSUP) and Space and Naval Warfare Systems Center. Currently 27% of Navy appropriated total obligation authority (TOA) is managed under Navy ERP, which is comprised of the TOA of the Naval Air Systems Command, Naval Supply Systems Command (NAVSUP) and Space and Naval Warfare Systems Center. This does not include $14.7 billion Navy Working Capital Funds (NWCF) also under Navy ERP management in FY10. When the program-of-record deployments are completed in October 2012, Navy ERP will serve over 65,000 users and be used to manage 53.8% of the Navy's TOA.

Benefits

The benefits of implementing the Navy ERP program include:

- Cost avoidance through legacy system retirement: Enabled the retirement of 19 systems, with 86 more to be retired by 2013, generating a cost avoidance of $536 million over FY10-FY15.[8]

8 OPNAV N40 Oct 2009 data call

- Inventory reductions: Single Supply Chain Solution will be deployed in Spring 2010, with expected inventory savings of $304 million over the Future Years Defense Program and expected return on investment (ROI) of 3.3 by FY23.
- Business process improvements: Increased business process efficiencies. Metrics are being developed to demonstrate the process efficiencies gained.
- Standardized business processes and improved internal controls.
- Financial compliance: Key enabler for the Navy to achieve financial auditability and compliance with the U.S. Standard General Ledger.

Navy ERP is expected to have a 9.7 ROI and total benefits of over $7 billion (see Figure 2–12).

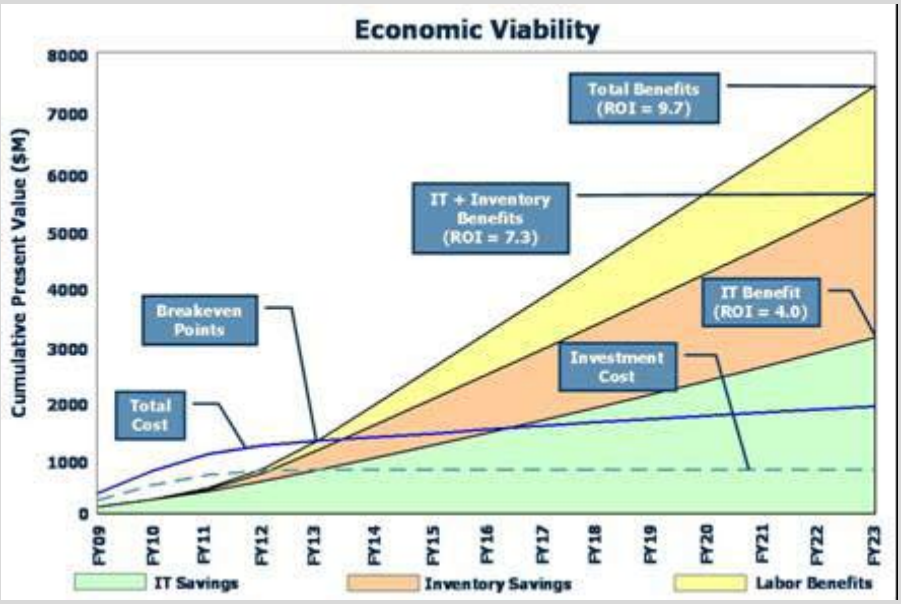


Figure 2–12. Navy ERP Project Benefits

Navy ERP has enabled the Navy to retire legacy systems with a $45 million cost avoidance realized in FY08-FY09. A cost avoidance of $58 million is projected for FY10[9]. Since Navy ERP has been deployed to three Naval system commands, the Navy has realized an improvement to overall business processes. Efficiencies have been realized via the following:

- The automation of previously manual processes (i.e., data entry, funds availability check, course completion updates, awards processes, etc.);
- The integration of data and DoD interfaces providing a single

9 OPNAV N40 Oct 2009 data call

Navy ERP Benefits

- Projected return on investment 3.3 by FY 2023
- Electronic Archival improves accessibility of files
- Single system provides dual-sided accounting

system data accessibility and real-time data availability. Examples include the following:

- Data is validated once, at the time of entry, but used many times;
- A single data source for report information provides less opportunity for errors, improves data quality, and reduces manual reconciliation;
- Electronic (versus hard copy) archives greatly improves the accessibility of the files;
- The real-time availability of data decreases the response time to data calls;
- The addition of standardized interfaces to DoD systems increases the visibility of records to external entities; and
- Streamlined and improved processes for intra-Navy shared contracts, increased electronic workflow and more rapid processing of funding documents..

The implementation of standardized business processes and improved internal controls has improved system audit trails, revenue recognition, required certification of labor, and standardized report generation. In addition it has improved data matching by enforcing a three-way match for material and service receipt.

A single system for funds management across all commands enables the validation of funds availability prior to contract obligations, invoice prevalidation, and invoice payment for compliance purposes. Financial compliance is a key enabler for the Navy to achieve auditability via dual-sided accounting (credits/debits) to keep the General Ledger in balance, visibility and transparency of data, and traceable and auditable transactions.

In addition, funds availability controls ensure that funds authorized are not exceeded. At the appropriations level, Navy ERP adds additional controls to reduce Anti-Deficiency Act violations. For reimbursable funding documents (e.g., task orders) or direct cite, it prevents overspending.

Future Impact

Navy ERP will continue to realize the benefits illustrated in Figure 2–12 as the system continues to be deployed in accordance with the Navy ERP Program of Record. As the Navy moves forward with the Financial Extension, beyond the program of record, Navy ERP will: (a) enable the use of auditable financial statements to manage nearly 100% of the Navy's TOA[10] ; (b) increase cross-command financial visibility; (c) increase standardization of business processes; (d) enhance electronic interoperability between commands; (e) enable additional legacy system retirements that are only possible with a complete enterprise implementation; (f) and drive financial and resource optimization across the Navy Enterprise.

BEA Alignment

10 The deployment schedule for the Financial Extension, which will deploy the Navy ERP Financial Management functionality to the Navy commands beyond the current program of record, has not been finalized.

Navy ERP's functionality is categorized by six Master Scenarios (Budget to Authorize, Post to Report, Plan to Perform, Acquire to Dispose, Plan to Pay, and Check-In/Check-out). These Master Scenarios translate system requirements into interoperable functions that drive re-engineered business process effectiveness and efficiency throughout the Navy. The Program's Master Scenarios correlate with six of the 15 DoD end-to-end processes. Table 2–2 shows how they relate to the BEA end-to-end processes.

Navy ERP	DoD BEA End-toEnd
Budget to Authorize Post to Report	Budget to Report
Acquire to Dispose	Acquire to Retire
Plan to Pay	Plan to Stock Order to Cash Procure to Pay
Check-In / Check-Out	Services to Satisfaction Acquire to Retire
Plan to Perform	Services to Satisfaction

Table 2–2 Navy ERP-BEA Alignment

SMP Alignment

Navy ERP aligns with SMP Business Priority 3: Reform the DoD Acquisition and Support Processes, by meeting the goals to: ensure supportability, maintainability, and acquisition life cycle cost management. It provides authoritative data for decision making and provides a synchronized end-to-end supply chain with challenging but achievable standards for each step of the process. It also supports Business Priority 5: Strengthen DoD Financial Management, by meeting the goals to maximize Anti-Deficiency Act compliance, maintaining an effective budget execution function, and increasing the audit readiness of individual DoD Components.

Case in Point: Integrated Data Environment/Global Transportation Network Convergence (IGC)

Suppliers and transporters now share a single data source: IGC

Overview

The DoD supply and transportation processes are inextricably linked. However, until recently it was not possible for supply customers to seamlessly access integrated supply and transportation data.

To address this issue, the Defense Logistics Agency (DLA) and USTRANSCOM converged management of the DLA Integrated Data Environment (IDE) and the USTRANSCOM Global Transportation Network (GTN) program under one DLA Program Executive Office.

This merged capability, called IDE/GTN Convergence (IGC), increases logistics information sharing across the DoD, provides improved reliability and responsiveness of data exchange, and enables enhanced capabilities. Combatant Commands (COCOMs), Services, the DoD and other federal agencies will use it to manage supply, distribution and logistics information from a global perspective. They can use IGC capabilities to optimize routes, improve logistics readiness and lower customer wait-time. It gives them a single place for consistent access to common, authoritative data and business standards.

IGC capitalizes on the core competencies of DLA and USTRANSCOM and leverages existing systems. It eliminates redundancy, streamlines access to data and optimizes resources. It enables faster development of applications to support informed and agile decision making.

The IGC program is delivering a COTS-based, net-ready/net-centric system-of-systems that integrates distribution, supply chain and related logistics data. IGC features an enterprise service bus, a data broker service and an enterprise data warehouse. Security is based on role-based access control with single sign-on through a secure web portal. These tools and capabilities provide the warfighters with the latest technology to help them achieve their mission objectives.

The IGC program replaces and rectifies core deficiencies, such as the inability to perform historical data analysis associated with the legacy GTN system and not having single point of access to data from USTRANSCOM and DLA decision support systems. IGC is important to joint distribution operations, known as the Joint Distribution and Deployment Enterprise, because it provides information and status in a form suitable for planning and decision processes of combatant commanders and their staffs.

Benefits

IGC was a low-cost solution that leverages existing systems -- the DLA's IDE and USTRANSCOM'S GTN -- to provide warfighters in the field enhanced visibility of goods that are in transit in any mode of transportation. The IGC program leverages best-of-breed technology to integrate data from over 20 systems (unclassified and classified) to provide the complete picture that warfighters require. IGC has already allowed USTRANSCOM to identify movement issues related to customs at foreign ports, analyze those issues and make re-routing decisions to optimize delivery for the warfighters.

In IGC's first delivery, the program provided the Army's Surface Distribution Deployment Command (SDDC) with a series of dashboards and monitoring tools to allow the Army to track ground-based movements on the tailored transportation contract. This capability, the Motor Carrier Compliance dashboard, armed SDDC with the data to hold carriers responsible for their on-time delivery performance. This equated to real improvements in timely deliveries of cargo for ground based movements.

IGC's next delivery allowed the Air Force's Air Mobility Command to track International Heavyweight Express/World Wide Express air movements within and outside the continental United States (CONUS).

Future Impact

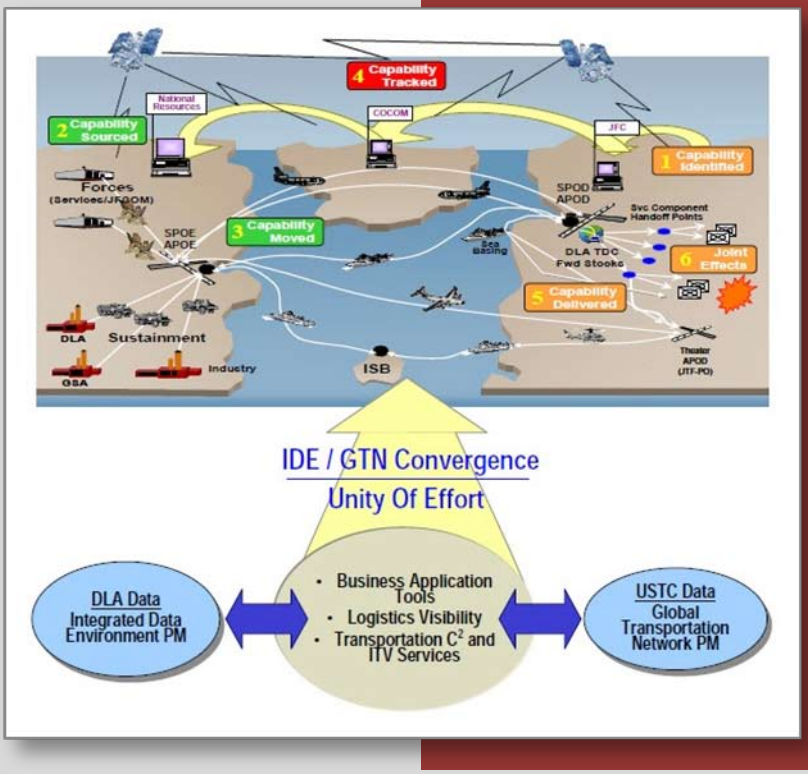
In FY10, IGC will achieve FOC when it decommissions the legacy GTN and replaces it with the modern Global Tracker Application. The Global Tracker Application provides better performance, enhanced visibility and additional tools for our warfighters to leverage to accomplish their mission objectives.

SMP Alignment

IGC supports SMP Business Priority 2: Support Business Contingency Operations; and Business Priority 3: Reform the DoD Acquisition and Support Processes.

IGC Contributions

- **Provide warfighters in the field enhanced visibility of goods that are in transit**
- **Integrate data from over 20 unclassified and classified systems**
- **Provides dashboards and monitoring tools to allow the Army to track ground-based movements**



Case in Point: Wide Area Work Flow (WAWF)

WAWF saves money, enhances accuracy of supply chain data

Overview

In traditional DoD business payment processes, three documents are required before a payment can be made: the contract, the receiving report and the invoice. Typically, a piece of paper for each arrives at the payment office separately and is processed individually.

WAWF Savings

Type of Processing	Cost per Invoice
Manual	**$22-30**
Electronic via WAWF	**$6-12**

Wide Area Work Flow (WAWF) automates manual processes and generates substantial savings in terms of money and time. WAWF is an enterprise web-based system that allows secure electronic submission, acceptance and processing of invoices and receiving reports in a real-time paperless environment. It reduces processing time and interest penalties.

Defense Federal Acquisition Regulations require vendors to submit invoices and shipment notices electronically via WAWF.[11] Shipment notices are required to include IUID, RFID and property data electronically unless events prevent electronic submission. WAWF captures this information and makes direct electronic feeds to payment, accounting, logistics and ERP systems to support payment and asset tracking. WAWF features include:

- Capability for suppliers to interact with DoD through a single point for invoicing, receipt and acceptance, and UID/RFID submission;
- Direct electronic feed to payment systems;
- Complete transaction visibility for invoicing, receipt and acceptance;
- Real-time web-based processing of invoices and receiving reports; and
- Public Key Infrastructure (PKI)-enabled or strong password ID.

WAWF capabilities are not only being deployed inside the United States and overseas but in theater as well. Beginning in 2009, the WAWF program office collaborated with U.S. Central Command, U.S. Army Forces, Central Command; the Joint Staff and OUSD (AT&L) acquisition policy experts to deploy WAWF into the Southwest Asia (SWA) Theater. Their objective was to bring automated and auditable receipt and acceptance processes for goods and services into a contingency environment where accountability was

11 Defense Federal Acquisition Regulation Supplement Clause 252.232-7003

problematic. To date, the deployment is proceeding as scheduled and is helping to reduce risks associated with cash transactions and paper-based processes.

Benefits

WAWF provides the DoD and its suppliers a single point of entry to generate, capture and process invoices, acceptance and payment-related documentation and data to support the DoD asset visibility, tracking and payment processes. It provides the nexus of information related to acceptance of goods and services in support of the DoD supply chain. As a web-based technology, it reduces communications overhead, which has been especially important in theater where it frees significant satellite communications bandwidth and returns this precious asset to the warfighter for command and control, imagery and other applications.

WAWF provides the DoD and the warfighter insight into the supply chain for goods and services received, and significantly reduces processing costs and interest penalties (see Figure 2–13). It improves accuracy, timeliness and integrity of data exchanged; and eliminates errors associated with human data transcription.

In FY09, WAWF enhancements included reports to make it possible for the DoD to perform receipt and acceptance against items purchased with a purchase card. The Reparables Receiving Report included IUIDs reported as property transfer and acceptance of IUIDs not tied to acceptance of the service provided. WAWF also established a new invoice type that enables the Navy to create invoices for shipbuilding, planning and repair that are transmitted electronically to the Headquarters Standard Accounting and Reporting System (STARS) and One Pay accounting systems. Release 4.1 also sharpens transportation visibility by adding data elements and allowing Contract Deliverables Requirements List (CDRL) attachments.

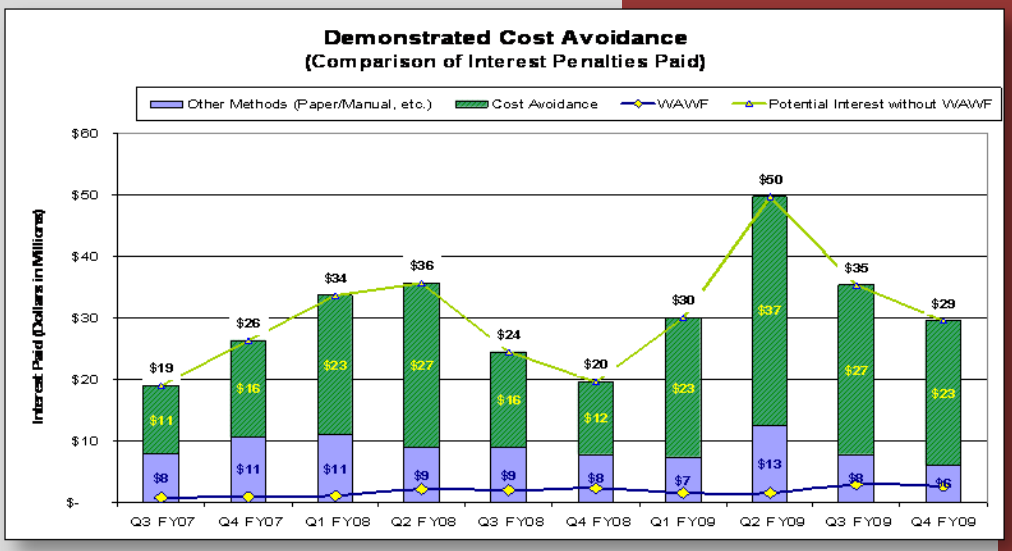


Figure 2–13. WAWF Cost Avoidance

WAWF processed over 5 million documents totaling more than $466

WAWF Benefits

- Web enabled submission of electronic invoices
- Direct electronic feed to payment system
- Reduced interest penalties paid to vendors

billion in FY09. In processing invoices, WAWF decreased interest penalties paid to vendors, which allowed the DoD to realize a cost avoidance of $110 million in FY09. To date, WAWF has processed over $1.5 trillion in invoices and currently supports 329,056 registered government users and active vendors.

Figure 2–14 emphasizes WAWF's demonstrated benefits and significant impact on cost avoidance since the third quarter of FY07.

Future Impact

The DoD has made huge strides towards reducing paper by implementing WAWF, which increases the number of electronic invoices and receipts as well as the acceptance of goods and services processed. WAWF will continue to make enhancements to facilitate the Department's goal of paperless interactions with our supplier and contractor community.

SMP Alignment

WAWF's deployment to the Southwest Asia contingency environment aligns to SMP Business Priority 2: Support Contingency Business Operations, by enabling the warfighter to conduct automatic reconciliation of contracts, receiving documents and invoices.

WAWF Release 4.1 also aligns to SMP Priority 3: Reform the DoD Acquisition and Support Processes, by expanding its functionality to allow additional transaction types to invoice and report IUID and RFID transactions electronically across the DoD.

WAWF also aligns to Business Priority 5: Strengthen DoD Financial Management, by ensuring vendors are paid on time, which reduces interest penalties, improper payments, vendor backlog and late investigations.

WAWF Benefits

- Processed over 5 million documents = $466 billion
- Interest penalties savings = $110 million cost avoidance
- Processed over $1.5 trillion in invoices
- Supports 329,056 registered users/ vendors

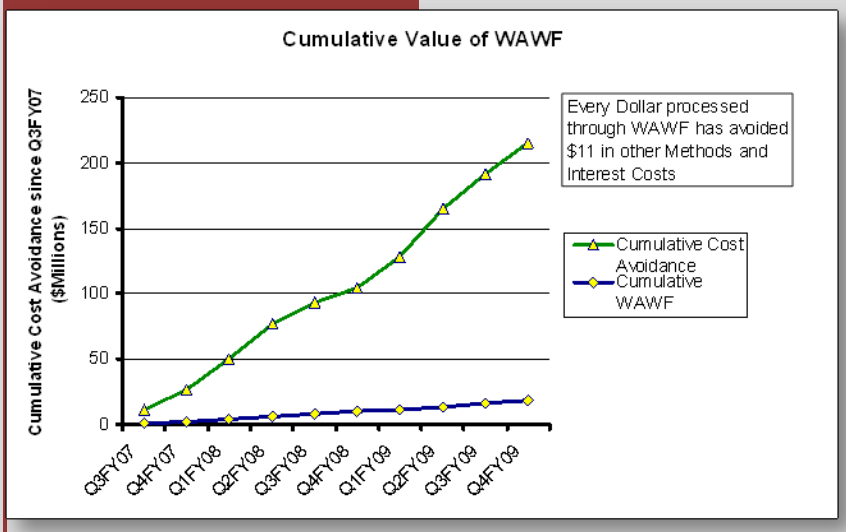


Figure 2–14. WAWF Cost Avoidance

Real Property and Installations Lifecycle Management (RPILM)

Overview

America's military installations, including their associated environment, have many purposes. They must sustain the regular forward and home station presence of U.S. forces as well as provide support in training and deployment to meet the Nation's need in periods of crisis, contingency, and combat. They need to ensure a productive, safe, and efficient workplace, and also offer a decent quality of life for military members and families, and the civilian and contactor workforce. The Military Departments are responsible for installation management, with oversight by the Deputy Under Secretary of Defense (Installations and Environment) (DUSD [I&E]). This oversight includes the work of the RPILM Core Business Mission, which leads the modernization of business systems and development of common data standards. RPILM has conducted business process re-engineering efforts and is now implementing common data standards across all of the Military Departments and Defense Agencies.

RPILM Goals and Objectives

The RPILM goal is to provide access to near-real-time secure, accurate and reliable information on real property and environment, safety, and occupational health. Availability of this essential data directly contributes to the Department's business transformation by informing strategic decisions, increasing accountability, and reducing costs.

RPILM Initiatives

The RPILM initiatives are:

- Real Property Inventory Requirements (RPIR). These requirements provide the foundation for achieving real property accountability by standardizing data, systems and processes.
- Real Property Acceptance Requirements (RPAR) and Real Property Construction in Progress Requirements (RPCIPR). These requirements establish accounting and financial standards related to bringing new assets (buildings, structures and linear structures) into DoD real property inventories.
- Chemical Management Enterprise Information Integration. This initiative improves the accuracy and availability of authoritative chemical data and will ultimately reduce chemical-related risks throughout the DoD supply chain.
- Defense Installation Spatial Data Infrastructure (DISDI). This initiative is leveraging spatial information across I&E's business mission areas to better manage global installations and bases. Using the Global Information Grid (GIG), DISDI develops standards and policy to enable the sharing and interoperability of high-quality geospatial data at all levels of installation management.
- Enterprise Energy Management. This initiative will lead to a state-of-the-art, mission-driven, enterprise-wide energy information management system that can provide real-time information on energy consumption and cost at various levels of aggregation, including the individual building, the installation, the geographic region, and the Military Department to help the DoD achieve its energy management goals.
- The requirements were developed collaboratively by the Military Departments and Defense Agencies through BPR efforts. They include detailed data standards, which are maintained and disseminated in information models. Program managers and system integrators access the information models to help them acquire and implement integrated IT business systems. BEA compliance reviews of business IT systems are performed regularly by RPILM staff as part of its investment review process to ensure BEA standards are met for all systems throughout their development.

Significant Improvements to Business Capabilities in FY2009

Significant accomplishments in FY09 include:

- The Deputy Chief Financial Officer and the DUSD (I&E) established a joint working group to develop an implementation strategy to report imputed costs associated with the use and operation of real property assets. The working group identified the reconciliation of real property records among the Military Departments, the Defense Agencies, and the Field Operating Activities as a key opportunity to facilitate successful implementation of the imputed cost reporting policy and accurate reporting of Department's real property inventory. This initiative is consistent with DoD Instruction 4165.14, Real Property Inventory and Forecasting, which requires Defense Agencies and Field Operating Activities to annually reconcile all real property data for property occupied or used by their Agency or Activity with their supporting Military Department or Washington Headquarters Services (WHS). Accordingly, the working group developed a standard strategy and process requirements for achieving reconciliation of real property information as required by the DoD Instruction. The DoD's first annual reconciliation is scheduled for completion by the end of FY10.
- RPILM updated Unified Facilities Criteria (UFC) 1-300-08, Criteria for Transfer and Acceptance

of DoD Real Property, and DD Form 1354, Transfer and Acceptance of DoD Real Property, to incorporate re-engineered processes that support real property accountability at acceptance. This will enable standardized electronic transfers across the DoD, consistent application of depreciation start and stop dates, and maintenance of a valid audit trail.

- DUSD(I&E) issued guidance to define the Installation Geospatial Information and Services (IGI&S) capability and clarify how strategies and standards for IGI&S will be coordinated across the DoD, including harmonization with the National System for Geospatial Intelligence. The Military Departments are establishing a baseline authoritative geospatial feature dataset supporting real property accountability.
- RPILM continued to participate in the Federal Real Property Council and the Federal Accounting Standards Advisory Board. For the latter, RPILM led development of guidance for the federal accounting community on standards for recognition of cleanup costs associated with equipment disposal and asbestos remediation.

Summary

In FY09, RPILM efforts focused on updating policy and guidance at the DoD and federal level to incorporate re-engineered business processes, while the Military Departments continued to implement common data standards and modernize business systems. These efforts are essential to effectively manage installations so that they may sustain the warfighters and their families, and provide training and deployment support to meet the Nation's need in periods of crisis, contingency, and combat.

SMP Alignment

RPILM initiatives align to SMP Business Priorities 3: Reform the DoD Acquisition Support Processes. RPILM supports the outcome to integrate life cycle management principles into DoD and Service acquisition, maintenance and sustainment processes.

RPILM goals and objectives also align to SMP Business Priority 5: Strengthen DoD Financial Management, specifically, the outcome to improve real property installation management and the associated goal to make visible real property assets and link with direct and indirect costs. This is consistent with FIAR's revised strategy and emphasis on existence and completeness of asset information.

RPILM Transformational Systems with Case in Point Stories

The transformational systems listed below, described in the Case in Point narratives following this section, delivered substantial benefits to DoD business operations in FY09:

- RPUIR improves project tracking with property, financial link
- Army Mapper advances geospatial capability for installation managers

Case in Point: Real Property Unique Identifier Registry (RPUIR)

RPUIR improves project tracking with property, financial link

Overview

In the past, associating construction costs with specific locations was difficult. The Military Services created and maintained their own location codes, which had to be converted to location codes developed and maintained by the DoD Comptroller's office.

Real Property Unique Identifiers are assigned to sites and assets.

Asset →	Site →	Installation
Land parcel, building or linear structure on a site	Contiguous parcel, collection of buildings or linear structures	One or more sites

Now, DoD real property assets and sites worldwide have unique identifiers assigned and tracked by the Real Property Unique Identifier Registry (RPUIR). This centralized system, based on service-oriented architecture, reached full operational capability in the first quarter of FY08. Construction projects are tracked throughout their life cycle and costs are linked to specific real property sites and assets. Starting with the FY11 budget, the DoD will be able to track each military construction (MILCON) project from start to finish with Real Property Unique Identifiers.

Benefits

Standardizing location information across the DoD makes it possible to identify, track and aggregate installation and MILCON-related cost information to support decisions and reporting requirements. MILCON projects are required to be tied to a Real Property Site Unique Identifier. In accordance with the Real Property Construction In Progress Requirements, the Military Services must obtain a unique identifier once 35% design funding is reached. At that time, planning and estimating costs associated with the project can be distributed to the affected assets as specified by the construction agent. Use of unique identifiers is specified by the Standard Financial Information Structure (SFIS) and the Real Property Inventory Requirements that are documented in the DoD BEA.

Use of site identifiers for MILCON reporting also streamlines and standardizes the reporting process. It eliminates labor-intensive code conversion of project data progressing from the Services to the Defense Comptroller level. The site identifier assigned during the planning phase stays with the project. This applies to bases under COCOMs that change names when new units move in, and locations that turn over from one organization to another as a result of Joint Basing. Use of web services makes the interface between RPUIR and the Services' authoritative real property inventory systems seamless and efficient.

The DoD Financial Management Regulation and construction project programming document, DoD Form 1391, are scheduled to be modified in FY10 to incorporate site identifiers.

Future Impact

A strategic partnership between USTRANSCOM and OUSD (AT&L) (I&E) has been established to further integrate the authoritative location construct across the DoD. A generic interface capability has already been established with the Defense Property Accountability System and the Real Property Assets Database (RPAD). RPUIR data is already in use by the TRICARE Management Activity's Defense Medical Logistics Standard Support and the OSD Organizational Unique Identifier Systems. An interface with the Defense Manpower Data Center is in development.

Once SFIS is fully implemented in target financial systems, use of the RPAD will enable visibility of all expenditures over the life of a real property asset. As transformation progresses across the enterprise, interfaces with financial systems, logistics systems and personnel systems will illuminate the connections between people, equipment and locations leading to efficiencies across the Department.

SMP Alignment

RPUIR addresses SMP Business Priority 5: Strengthen DoD Financial Management, by improving real property installation management. Use of unique identifiers in financial systems enables linking real property sites and assets to the direct and indirect costs of managing them.

RPUIR Contributions

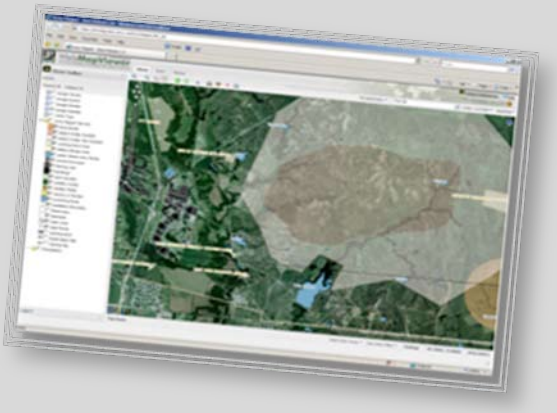
Real property UIDs enable the connection of locations to:

- Construction and maintenance costs
- Personnel
- Organizations
- Personal property

Case in Point: Army Mapper

Army Mapper advances geospatial capability for installation managers

Overview



Prior to the Army's IGI&S program, the Army invested significant funding in IT systems that supported various aspects of installation management. Programs were often under-resourced and -managed and there was little coordination between other organizations and programs, resulting in redundant, incompatible or incomplete data sources.

Installation managers found it difficult to effectively manage their facilities and resources using unreliable data sources and dated, non-integrated systems that did not meet Federal and DoD spatial data standards for data sharing and access/release of data.

The Army established the IGI&S program to increase integration, improve its geospatial business practices, decrease operational costs and cycle times and reduce unnecessary work and rework. It has four cornerstone goals:

1. Provide baseline geospatial capability across the Army I&E domain
2. Develop standardized I&E geospatial data and tools through an enterprise architecture
3. Increase the availability of geospatial capabilities across the Army
4. Reduce redundant Army I&E geospatial capabilities

The Army Mapper system, (located at mapper.army.mil), implements these goals and objectives and provides robust capabilities to:

- Prepare maps that visualize force protection zones for an emergency planning exercise;
- Prepare maps to support garrison mission functions;
- Locate a building and determine the best travel route;

- Support fire and rescue emergency response and travel routes;
- Prepare a map to visualize wetlands and other significant environmental constraints related to proposed construction;
- Build a terrain model for military exercise planning; and
- Build and publish custom web map services to support Morale, Welfare and Recreation concert events.

These capabilities inherent in Army Mapper give installation managers a diverse toolbox to better manage their facilities.

Benefits

Army Mapper is the enterprise geospatial solution for the Army enterprise. It provides a current and consistent picture of the Army's installation assets. As the geospatial database of record, Army Mapper provides access to geospatial data that is stored, managed and maintained centrally. Data includes Geographic Information Systems (GIS) and Computer Aided Design and Drafting (CADD) drawings. Army Mapper benefits achieved in FY09 include:

- Increased installation situational awareness;
- Improved decision making with readily accessible maps, drawings and analysis tools;
- Established a foundation for secure sharing of geospatial capabilities; and
- Created enterprise data standards to promote data sharing.

Future Impact

The goal of Army Mapper is to make geospatial capabilities available across all locations, management levels and staff functions. Once fully deployed, the system will reduce costs for the Army by centrally procuring and managing geospatial infrastructure. Version 2.0 of Army Mapper was released in January 2010. Full Operating Capability for the system is expected by December 31, 2011, at which time all Army installations are expected to use it.

Figure 2–15 shows the progressive reduction of Army-wide costs for geographic information systems resulting from elimination of legacy and redundant systems. As Army Mapper moves toward FOC, more legacy systems will be deactivated and savings will increase.

Army Mapper measures of success include:

- Reduced costs for data quality assurance management
- Centralized geospatial tracking & management
- IT infrastructure management

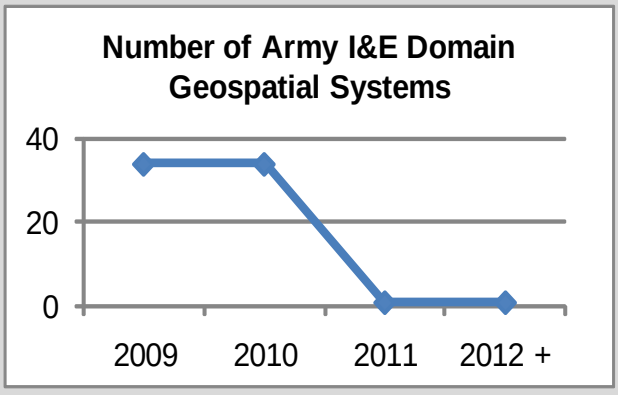
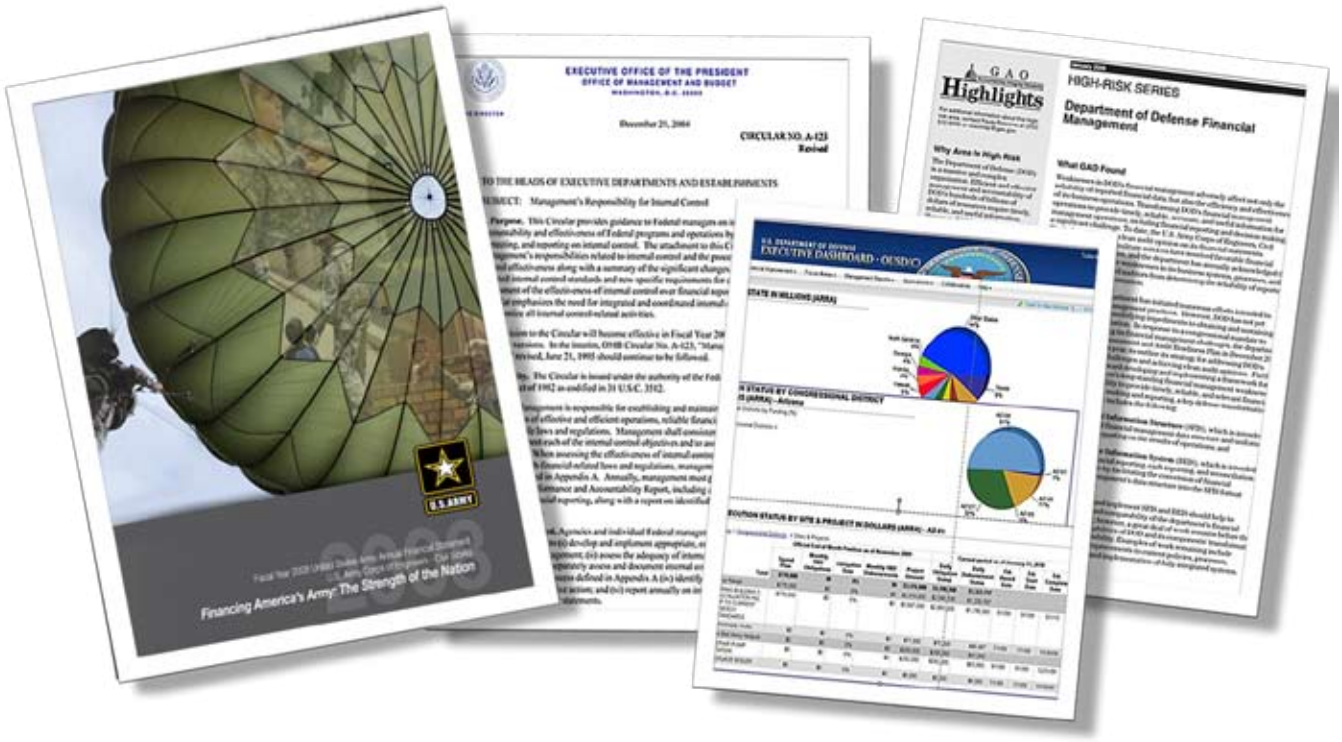


Figure 2–15. Reduction in Army Geospatial Systems

SMP Alignment

Army Mapper aligns with SMP Business Priority 3: Reform the DoD Acquisition and Support Processes, by providing a capability that improves asset accountability, budget execution and accounting by centrally sourcing geospatial data. This ensures coordination and standardization of data investments, to leverage economies of scale, to enable consistent data capture, to reduce data collection and processing redundancy, and to reduce costs to installations.



Financial Management (FM)

Overview

The Under Secretary of Defense (Comptroller) (USD[C]) is responsible for the Financial Management CBM, which includes setting financial management policy and overseeing the Department's financial activities. The Office of the USD(C) views financial management as a corporate resource and is committed to: taking care of people; rebalancing our military forces; reforming what we buy and how we buy it; and supporting our troops in the field. The scope of its activities include: planning, programming, budgeting, execution accounting, cost information and financial reporting.

The FM CBM seeks to acquire necessary resources to pay DoD employees and vendors accurately and on time and demonstrate responsible stewardship of public resources. Meeting these requirements should be easy but stovepiped and non-standard financial management business processes create systemic challenges that must be addressed before real progress is possible.

FM Goals and Objectives

Within the DoD, an enterprise-wide effort is under way to improve people, processes, controls, and systems to produce and report reliable financial information for decision-making. Improved accountability, efficiency, and information for decision-making provides a solid value proposition for the DoD -- lower administrative costs increase resources available to support our warfighters.

Specifically, the FM CBM seeks to:

- Link resource allocation to planned and actual business outcomes supporting warfighter missions;
- Implement standards that produce comparable financial information across organizations;
- Produce and interpret relevant, accurate and timely financial information that is readily available for analyses and decision-making; and
- Achieve audit readiness and prepare auditable financial statements.

The path to achieving these goals and objectives is outlined in the FIAR Plan. The FIAR Plan has three basic goals:

- Achieve and sustain audit readiness;
- Achieve and sustain unqualified assurance on the effectiveness of internal controls; and
- Attain Federal Financial Management Improvement Act (FFMIA) compliance for financial management systems.

Significant Improvements to Business Capabilities in FY09

In 1995, the General Accounting Office (now the Government Accountability Office [GAO]) first identified DoD financial management as one of its high-risk areas. Since then the DoD has made achieving financial compliance one of its highest priorities. As of 2009, DoD financial management is still on GAO's list of high-risk areas because of continuing problems with data integrity; improvements needed in policies, processes, procedures, and controls; and a lack of fully integrated systems.

The Department has been working to overcome these shortcomings and is making measurable progress. It has achieved a clean audit opinion in selected areas, improved its financial stewardship by strengthening internal controls and is modernizing many of its business systems.

The Military Departments have made improvements in audit readiness and asserted audit readiness for several large organizations and Balance Sheet line items such as: TRICARE's Contract Resource Management Activity ($246.9 billion), Navy Environmental Liabilities ($5.8 billion), Navy Ship Environmental Liabilities ($12.5 billion), and Navy Contingent Legal Liabilities ($3.5 billion). Most recently, the Army Corps of Engineers achieved clean opinions on its financial statements for two consecutive years. The Marine Corps Statement of Budgetary Resources for FY10 is currently under audit and several Defense Agencies also have achieved auditability. These achievements reflect both an increased level of understanding of, and commitment to, audit readiness that provides the foundation for future progress.

A more robust internal control environment has been implemented via the DoD-wide Manager's Internal Control Program (under standards provided by OMB Circular A-123). It supports improved financial stewardship through stronger internal controls that reduce opportunities for waste, fraud, and abuse while identifying and maximizing efficiencies and cost savings. Efforts to strengthen internal controls over financial reporting continue as part of the overall FIAR effort. Improvements to internal controls have resulted in a reduction of management identified material weaknesses from 34 in 2005, to 17 as reported in the 2009 Statement of Assurance.

The Department is still in the process of transitioning some of its legacy financial systems to modern integrated ERPs. Most of the Department's legacy systems do not effectively capture financial transactions or

record business events in compliant general ledgers. Nor can they integrate various types of financial and non-financial information necessary to support emerging requirements. For these reasons, the Department is concurrently implementing new systems, while investing in enhancements to existing systems as discussed in the Case in Point stories which follow.

While ERPs will provide the core of the target systems environment, other systems are being developed or modernized to provide other needed capability. The Business Enterprise Information System (BEIS) family of systems, also featured in a Case in Point, supports translation of non-standard financial data for reporting purposes and can integrate financial and non-financial data. This capability was recently used to support reporting requirements under the American Recovery and Reinvestment Act of 2009 (ARRA). WAWF has been universally accepted as a tool that captures both receipts and invoices electronically, supporting more efficient bill payment, while also ensuring business events are captured for purposes of accrual accounting and improved financial reporting. Systems such as Navy Cash support lower manning levels on board ship and reduced cash requirements (by improving efficiency) with the added benefit of improving the quality of life for our uniformed Service members.

Continued progress in audit readiness requires clarity and focus. Effective this year, financial improvement and audit readiness efforts within the FIAR Plan emphasize improvement in processes that directly relate to financial information most useful to the Department's leaders and managers. Specifically efforts will be prioritized to focus on:

- Auditability of the Statement of Budgetary Resources (SBR), which provides the Department with assurance that budgetary information is accurate and that business processes executing DoD funds are well-documented and well-controlled. This also provides better cost visibility; maintains funds control; and minimizes the risk of waste, fraud and abuse.
- Existence and Completeness of Mission Critical Assets, which improves the Department's management, accountability and visibility of those assets. This also enhances the Department's ability to control costs by preventing the acquisition of excess assets and reducing the potential for waste, fraud, and abuse.
- Standardizing Component financial improvement plans (FIPs) that:
    - Organize and prioritize improvement efforts based on standard and systematic phases, materiality, business and financial processes;
    - Incorporate the implementation of OMB Circular A-123, Appendix A, for documenting business events and financial transactions, processes, and internal controls and an audit approach for testing the effectiveness of controls to identify risks and weaknesses; and
    - Require identification of dependencies on other organizations and system modernizations and coordinate improvement efforts with other organizations and system modernizations as reported in the ETP.
- Identifying business and financial management capabilities essential for effective financial management and auditability. Each Component will assess its ability to effectively accomplish each capability. This establishes a current baseline for each capability that will be used to measure and monitor progress.

Summary

The DoD remains committed to improving its financial management capabilities and recognizes that much work remains to be done -- especially in the areas of training and change management. Processes must be documented, standardized as appropriate, reviewed, and assessed for both control weaknesses and opportunities to improve efficiency. Sharing lessons learned from systems implementations and applying them will help the Department create more cost-effective solutions that are compliant and auditable. Finally, IT solutions must be integrated across functional areas to deliver end-to-end solutions seamlessly by adhering to enterprise standards and processes defined in the DoD BEA.

Strategic Management Plan (SMP) Alignment

The Core Business Mission of FM aligns to the following SMP priorities:

- Business Priority 1: Support the All-Volunteer Force
- Business Priority 2: Support Contingency Business Operations
- Business Priority 4: Enhance the Civilian Workforce
- Business Priority 5: Strengthen DoD Financial Management

FM CBM planned activities in FY10 will help drive specific SMP goals and outcomes as identified in Figure 2–16.

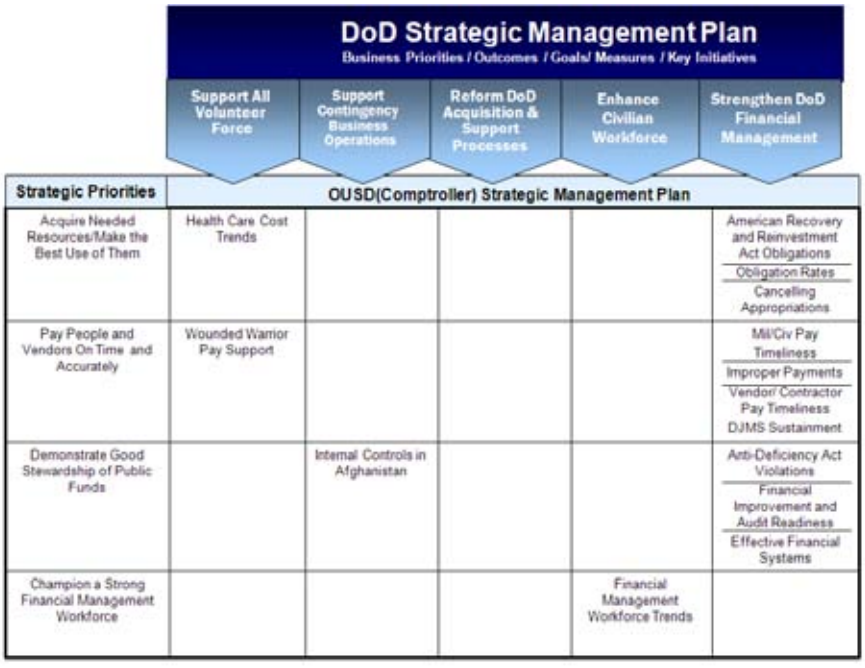


Figure 2–16. Financial Management Alignment with SMP

FM Transformational Systems with Case in Point Stories

The transformational systems listed below, described in the Case in Point narratives following this section, delivered substantial benefits to DoD business operations in FY09:

- BEIS allows Congress, public to track DoD's Recovery Act funds
- DAI slashes processing time, reduces data entry for users
- Navy Cash replaces bills and coins for Sailors, Marines at sea

Case In Point: Business Enterprise Information Services (BEIS)

BEIS allows Congress, public to track DoD's Recovery Act funds

Overview

> ***"The Administration is committed to investing Recovery Act dollars with an unprecedented level of transparency and accountability so Americans know where their tax dollars are going and how they are being spent."***
>
> Peter Orszag
> Office of Management
> and Budget Director
>
> *18 February 2009 Memorandum for the Heads of Departments and Agencies*

On February 17, 2009, President Obama signed into law the American Recovery and Reinvestment Act of 2009 (ARRA) providing supplemental funding for job preservation and creation, infrastructure investment, and energy efficiency and science. In addition, the President made a commitment to ensure public funds were expended responsibly and in a transparent manner.

In response to this commitment, a joint task force involving the USD(C), DPAP and both program executive offices of the BTA for Financial Management and Sourcing – delivered an integrated enterprise solution ahead of schedule to provide financial transparency across Congressional districts, vendors and state levels. This integrated solution combined the appropriate levels of financial and procurement data together. It tracked ARRA funds allocated, obligated and expended. The solution satisfied ARRA requirements for timeliness and transparency to the public, by leveraging the joint capabilities of the Business Enterprise Information Services (BEIS) tool, the Electronic Document Access (EDA) system, and the Federal Procurement Data System (FPDS).

BEIS is a family of systems that provides the DoD enterprise visibility of financial information via a corporate-based information environment. It leverages business intelligence capabilities to integrate and merge data from various financial systems with supplemental data to provide financial visibility to enable informed decisions.

FPDS is the federal government's authoritative source for FAR-based contract award and modification information at the header level and acts as a repository to stare socioeconomic classifications per contract action. PDA is the repository of all unclassified DoD FAR-based contract awards and modifications that includes the detailed contract line items of each procurement action. Together with BEIS, EDA and FPDS provided the detailed information for the offices awarding Recovery Act-funded opportunities.

Benefits

To gain visibility into the management and expenditure of $7.4 billion in recovery funds, OMB directed oversight of each individually approved project. Information such as location, Congressional district, percent awarded to

minority-owned business, and schedule was closely tracked in order to determine when and where the funds were being infused into the economy using data from FPDS..

OMB's objective to accurately track transactions across various Services' and Agencies' accounting and contracting systems required extensive intra-agency collaboration and tailored project codes for each Service and Defense Agency's line of accounting.

To provide the capability OMB requires, the BEIS Program Office applied concepts that had been used to generate an Executive Dashboard for the DoD Office of the USD (C) to engineer a solution that merged data from the Service and Agency systems , EDA and FPDS with supplemental data associated with each project to create useful management views.

The web-based solution made it easy for users to enter feedback for spend and outlay plans and provided excellent visibility of Service and Agency execution rates. In addition, daily processing delivered timely, project-level obligation and disbursement information to OSD executives, the Services and the Defense Agencies via the Executive Dashboard.

This focused effort allowed the Department to meet aggressive timelines and successfully deliver weekly reports to senior leadership while achieving the transparency required. Reports with drill-thru capabilities enabled users to view obligation, rates, and scores at a summary and detail level, enabling visibility of spending at a transaction level never before achieved.

Figure 2–17 illustrates the short suspense and rapid response that produced the ARRA dashboard.

Future Impact

BEIS provides targeted capability to solve specific problems while providing visibility and transparency across the DoD. The capabilities of BEIS can and will be tailored and applied to provide business intelligence information for other high visibility initiatives in support of Presidential or Congressional directives that require rapid delivery of accurate information and increased visibility to decision makers and taxpayers.

SMP Alignment

BEIS supports SMP Business Priority 5: Strengthen DoD Financial Management. This particular initiative specifically aligns to SMP's goal to spend ARRA funds quickly and effectively while achieving total transparency, automation, and accountability of Service and Agency transactions.

BEIS Benefits

- Easy entry of feedback for spend and outlay plans
- Excellent visibility of Service and Agency execution rates
- Daily project-level obligation and disbursement information for decision makers

Case In Point: Navy Cash

Navy Cash replaces bills and coins for Sailors, Marines at sea

Overview

With the ATMs-at-Sea program, Navy ships continued to carry large amounts of cash, particularly during extended deployments. Sailors and Marines could elect a split pay option and have a portion of their pay deposited each pay day into ATMS-at-Sea accounts managed on the ship. They could also cash personal checks for the money needed to make purchases on the ship or ashore. These manual and semi-automated cash management processes were manpower intensive. They also incurred the risks associated with handling and maintaining accountability of large amounts of cash and personal checks.

With the Navy Cash program, the legacy ATMs-at-Sea systems, initially fielded in 1988, have been replaced. Each Sailor on a ship now receives a Navy Cash card; a chip-based electronic purse that replaces cash for purchases on board Navy ships. A magnetic-strip, branded, pre-paid debit feature provides access off the ship to funds in Navy Cash accounts at more than 23 million MasterCard acceptance locations and 1 million ATMs worldwide. Kiosks aboard ship provide 24/7 offline access to bank and credit union accounts and the ability to move money to and from Navy Cash accounts and accounts ashore. Navy Cash cards virtually eliminated the use of cash on the ship, the cashing of personal checks is significantly reduced, and the labor intensive split-pay process is no longer managed on the ship.

Benefits

The "Own Unit Support" study conducted by the Navy Manpower Analysis Center (NAVMAC) confirmed that the use of Navy Cash significantly reduced or eliminated shipboard management requirements associated with collecting and accounting for cash. This study also noted a sharp reduction in associated labor hours. A Business Case Analysis (BCA) for the Navy Cash Program completed in October 2009 estimated an annual labor savings of $7.7 million in FY09 for the 145 ships[12] with Navy Cash installed on them.

Additionally, reducing the amount of cash also represents a savings in interest accrued by the Treasury due to the decrease of cash in circulation. The BCA for the Navy Cash Program estimated the dollar value of the annual interest savings in FY09 as $1.6 million.[13]

12 Through the end of FY09, Navy Cash was installed on 147 ships. Two of these ships were decommissioned in FY09, USS TARAWA (LHA 1) and USS NASHVILLE (LPD 13). At the end of FY09, Navy Cash was active on 145 ships.

13 2.9%, the real interest rate on 20-year Treasury securities, per Office of Management and Budget Circular A-94

The Capgemini World Retail Banking Report conveyed that Navy Cash services for Sailors and Marines improves their quality of life on board ships whenever they use the system. According to the report, the annual value of these banking services, based on the number of Sailors or Marines holding a Navy Cash card in any given year, provided an annual Banking Benefit estimate of $16.6 million.

With Navy Cash, $65 million less cash is carried in the fleet at any point in time (see Figure 2–17).

A Navy Cash Customer Survey, which closed on 28 January 2008, received surveys from 43 ships. Based on 275 responses, the following additional benefits of Navy Cash were identified:

- An overwhelming majority are satisfied with the Navy Cash System (87%).
- All four support teams ashore received an above average grade (88% to 82%).

Figure 2–17. Cash Levels by Vessel Type

Future Impact

Planning is under way for an equipment refresh as a part of a systematic replacement cycle; initial pilot testing is scheduled for summer 2010. Navy Cash equipment is expected to be fully deployed to 157 ships in 2010. The technical refresh will begin late in FY10 and continue at a rate of about 25 to 35 ships a year into FY16. Although the equipment and devices will need to be replaced, the shipboard infrastructure (e.g., the cabling and the network and communications connections) is in place as a result of the initial installation of the Navy Cash system and will not need to be changed.

SMP Alignment

Navy Cash aligns with SMP Priority 1: Support the All-Volunteer Force, by improving military quality of life by providing Sailors easy access to personal funds while on board ship. It also aligns with Priority 5: Strengthen DoD Financial Management, by increasing the audit readiness of individual DoD components. Automated reports generated by Navy Cash improve cash management processes on board ship.

Gains from Navy Cash

- **$65 million less cash being carried on Navy ships at any one time**
- **Legacy ATMs-at-Sea systems retired in 2009**

Case In Point: Defense Agencies Initiative (DAI)

DAI slashes processing time, reduces data entry for users

Overview

The Defense Agencies Initiative's (DAI) mission is to modernize and transform financial management capabilities for DoD Agencies. As a single standardized and integrated ERP system, DAI delivers timely, authoritative and accurate financial data that supports the CFO Act and supports informed decisions.

DAI is in the early stages of implementation, having deployed to two small Defense Agencies. Before implementing DAI at the Business Transformation Agency (BTA) and Defense Technical Information Center (DTIC), most users operated in a highly manual environment of endless reconciliations. With DAI, users now have access to information in real time versus reacting to data that is days or weeks old. DAI's end-to-end process focus and standard data have improved interoperability, data quality and cycle times for both BTA and DTIC.

> ***"I believe DAI is a solution to tackling the Department's challenges of nonintegrated business systems. It can greatly improve internal controls and reduce the risk of overspending appropriations and creating Anti-Deficiency violations."***
>
> -- **Joe Mendez**
> BTA Comptroller

DAI is a COTS software that uses Oracle e-Business Suite. The application complies with OMB requirements and standards derived from the CFO Act. Due to its integrated nature, DAI supports seamless execution of end-to-end processes for Procure-to-Pay, Order-to-Fulfill, Acquire-to-Retire, Budget-to-Report, cost accounting, and Time and Labor.

DAI was successfully implemented at the BTA one year after initial contract award. In FY09, DTIC became the second agency to convert and post all its data to DAI. DTIC began time and attendance reporting in July 2009 and full financial operations on November 3, 2009. Deployments to additional Defense Agencies for the FY10 rollouts are currently underway.

Benefits

Users enter data once, which speeds posting to external systems while improving data quality. At the BTA, DAI has reduced cycle time for posting obligations (Figure 2–18) from 60 days to less than 2, and has reduced monthly financial reporting closeout timeframes (Figure 2–19) from 4 days to less than 1. Most important, for the first time BTA has the ability to drill down into the funds status of individual projects,

tasks and sub-tasks for commitments, obligations, and expenditures. This information is now available to BTA managers on a real-time basis, enabling proactive management of the agency's financial position and program execution as opposed to the reactive management that had previously been the only option. DAI also now provides the agency one source of the truth for all financial management questions, eliminating the use of "off-line" spreadsheets as authoritative sources for data.

After successful deployments at both the BTA and DTIC, DAI has demonstrated its suitability to perform financial operation across multiple agencies. BTA and DTIC now have their own general ledgers that perform SFIS compliant data exchanges with other systems -- thus streamlining financial processes, reducing workload and increasing data accuracy at both the BTA and DTIC.

Future Impact

In FY10, DAI will continue to mature its financial capabilities to support deployment to additional organizations. The following agencies will be deploying the full suite of DAI business capabilities in FY10:

- Missile Defense Agency
- Uniformed Services University (within the TRICARE Management Agency)
- Defense Information Systems Agency (Computing Services Division).

In addition, the following entities will be onboarding onto DAI's Time and Labor module in FY10:

- USD(C)'s Office
- Defense Media Activity

Each of these rollouts will be based upon the DAI Global Model that represents the foundation for all future Defense Agency implementations.

DAI's implementation at BTA and DTIC demonstrates the agility and effectiveness of a COTS ERP solution when coupled with consistent governance -- from requirements determination through implementation. As DAI continues to deliver incremental capabilities toward its business objectives, it is a model for success for other ERPs in the future.

DAI Highlights:

- **Multiple business operations in one ERP system**
- **Dramatic improvement in the availability of timely, accurate, and reliable information that enables proactive management of agencies**
- **Expansion plans for 5 more Agencies in FY10**

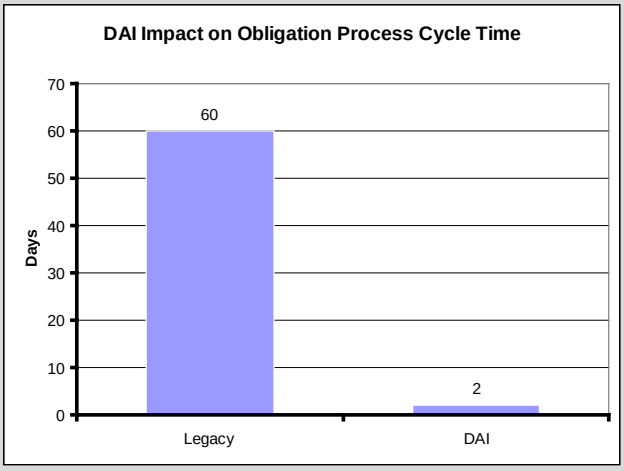


Figure 2–18. DAI Reduced Obligation Cycle Time by 97%

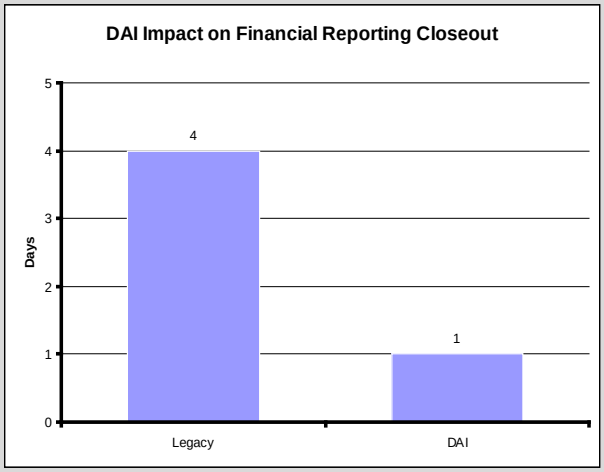


Figure 2–19. DAI Reduced Financial Reporting Closeout by 75%

SMP Alignment

DAI enables SMP Business Priority 5: Strengthen DoD Financial Management, and supports the DoD business mission by demonstrating excellent stewardship of public funds. It addresses several specific goals identified in the SMP including:

- Maximizes Anti-Deficiency Act (ADA) compliance – DAI reduces ADA violations since its business rules prevent users from creating obligations without authority or funds.
- Increases Component audit readiness – DAI, as demonstrated in practice by BTA and DTIC, creates auditable ledgers and has shown to be an effective financial management system.

Certification Results Discussion

This chapter addresses DoD compliance with Title 10 U.S. Code §2222, regarding the certification and approval of Defense business systems. Per this statute, the IRBs are required to certify each business system modernization over $1 million to the DBSMC, which must approve the modernization before funds may be obligated. A modernization may be certified by the IRB and approved by the DBSMC if it meets one of the following classifications:

A. Is in compliance with the enterprise architecture;

B. Is necessary to achieve a critical national security capability or address a critical requirement in an area such as safety or security; or

C. Is necessary to prevent a significant adverse effect on a project that is needed to achieve an essential capability, taking into consideration the alternative solutions for preventing such an adverse effect.

In FY09, 92 unique Defense business systems were approved for certification by the DBSMC. [14] Table 3–1 identifies the number of unique systems approved by each IRB and the DBSMC in FY09 by classification category.

Investment	Primary	NDAA Classification*	Total
FM	FM	A	6
Subtotal			**6**
WSLM/MSSM	MSSM	A	31
	WSLM	A	9
Total			**40**
HRM	HRM	A	42
		C	1
Subtotal			**43**
RPILM	RPILM	A	2
		B	1
Subtotal			**3**
Grand Total			**92**

* A: is in compliance with the enterprise architecture
B: is necessary to achieve a critical national security capability or address a critical requirement in an area such as safety or security
C: is necessary to prevent a significant adverse effect on a project that is needed to achieve an essential capability, taking into consideration alternative solutions for preventing such adverse effect.

Table 3–1. Certified Systems by Classification

14 Due to operational requirements, some systems were considered for certification or recertification multiple times during the fiscal year. While 92 systems were certified in FY09, there were actually a total of 163 certification-related requests (e.g., certification, recertification, or decertification) approved.

As noted above, two systems certified by the IRBs and approved by the DBSMC were classified other than "A." Those systems were: Army Safety Management Information System, which was approved with a "B" classification and later determined to be compliant with the enterprise architecture; and Air Force Defense Integrated Military Human Resources System (AF DIMHRS), which, after the restructuring of the DIMHRS program, was approved with a "C" to allow the Air Force to evaluate the Core DIMHRS IT Investment that was being handed over by the BTA. Subsequent to this "C" certification, AF DIMHRS was recertified as compliant with the enterprise architecture. No waivers were issued.

Of the 92 systems certified by the IRB to the DBSMC, 60 (listed in Appendix B) received approvals without conditions. The remaining 32 (listed in Appendix C, Table C-1) received approval with conditions. Most conditions levied by IRBs in 2009 focused on BEA compliance in targeted areas to improve interoperability and integration of cross-functional processes. Conditions were also assigned to improve program management functions or provide the IRB with information (e.g., milestone status) so its members could make better decisions (e.g., analysis of alternatives information).

For the 32 systems that were conditionally approved in FY09, 58 separate conditions were issued. Table 3–2 shows the number of conditions issued by each IRB.

Investment Review Board	Number of Conditions Placed
Human Resources Management	11
Materiel Supply and Service Management	30
Weapon System Lifecycle Management	4
Real Property and Installations Lifecycle Management	4
Financial Management	9
Total	**58**

Table 3–2. IRB Condition Summary

To ensure that system solutions support end-to end-processes, each IRB, though it has a specific functional focus, works closely with the other IRBs to integrate their requirements into the certification process. Table C-2 in Appendix C shows the types of conditions placed on system certifications and illustrates the cross-functional nature of conditions placed on systems regardless of which IRB certifies them.

In FY09, besides certifications, there were also 24 decertifications for a total of $95.4 million (see Appendix D). Decertifications are rare and usually involve a decertification of a portion of previously approved funding. Most often they occur due to a reduction or simplification of a program's scope or functionality, which reduces resource requirements.

Systems may be certified for one year or over multiple fiscal years. During non-certification years, modernizing systems are reviewed annually by the IRBs and recertified or decertified to the DBSMC as appropriate.

In summary, the certification approval process used by the IRBs and the DBSMC plays a significant role in ensuring programs are compliant to the BEA and are on schedule, within cost and performing as expected and as outlined in the ETP.

Chapter 4:

Milestone Discussion Results

This chapter discusses the Department's actual performance in meeting the system milestones that were laid out in the 2008 ETP. Table 4–1 lists the types of system milestones that the Department tracks.

	System Life Cycle Phase		
Milestone/Measure Type	**Requirements Definition**	**Acquisition**	**Modernizing**
Standard Acquisition Milestones		●	
New Release Schedule Milestones			●
Key BEA Compliance milestones*		●	●
Interim	●	●	●

*Most compliance requirements are tracked through the certification process. Key compliance milestones such as SFIS compliance may be added as a program milestone to provide additional visibility.

Table 4–1. Types of Milestones and Measures

Standard acquisition milestones are used to track the progress of new system acquisitions. After systems reach IOC and/or FOC, milestones related to incremental delivery of capabilities are tracked. For the purposes of this document, we refer to this type of milestone as New Release Schedule Milestones.

Additionally, most BEA compliance requirements are not tracked as milestones but via conditions levied by the IRB/DBSMC during the certification process, which is discussed in Chapter 3. However, some key compliance milestones may be added to provide additional visibility.

Finally, programs in all life cycle phases have identified interim milestones, which the Department tracks, but are for internal use.

It should be noted that systems that have reached initial/full operational capability and are no longer modernizing are considered to be in sustainment. Milestones and metrics for those systems are not tracked or reported in either the ETP or this Report. However, those systems remain important because they continue to provide capability and consume resources, and are assessed for continuation by their respective functional and portfolio managers.

FY09 Milestone Performance Summary

There were a total of 224 milestones due in FY09 in the 2008 ETP across all the categories described above. The Department's progress in meeting each of these 224 milestones is documented in this report in Appendix E.

Of those 224 milestones, the ETP identified 57 acquisition and compliance milestones scheduled to be executed in FY09. New Release Schedule and Interim milestones, because they are Component-defined and vary in relative significance, are excluded from the analysis below.

Of the 57 acquisition and compliance milestones, 23 (40%) milestones were met. The remaining 34 (60%) were slipped or deleted. From a systems delivery perspective, 6 (30%) systems reached IOC or FOC on time and 14 (70%) were delayed or cancelled (see Table 4–2).

Milestones		
Met	Slipped	Deleted
23 (40%)	19 (34%)	15 (26%)

Systems Delivering Capability		
Delivered	Delayed	Cancelled
6 (30)%	8 (40%)	6 (30)%

Table 4–2. Milestones and Systems Increments

Analysis of Functional Capability Impacts

Figure 4–1 depicts the number of standard acquisition and BEA compliance milestones met and deviations (slipped or deleted) by CBM. The CBMs differ in size, scope and complexity, which drives the number, nature and size of planned modernizations they have. Not surprisingly, the CBMs with the most systems (e.g., HRM and MSSM) had the most system milestones.

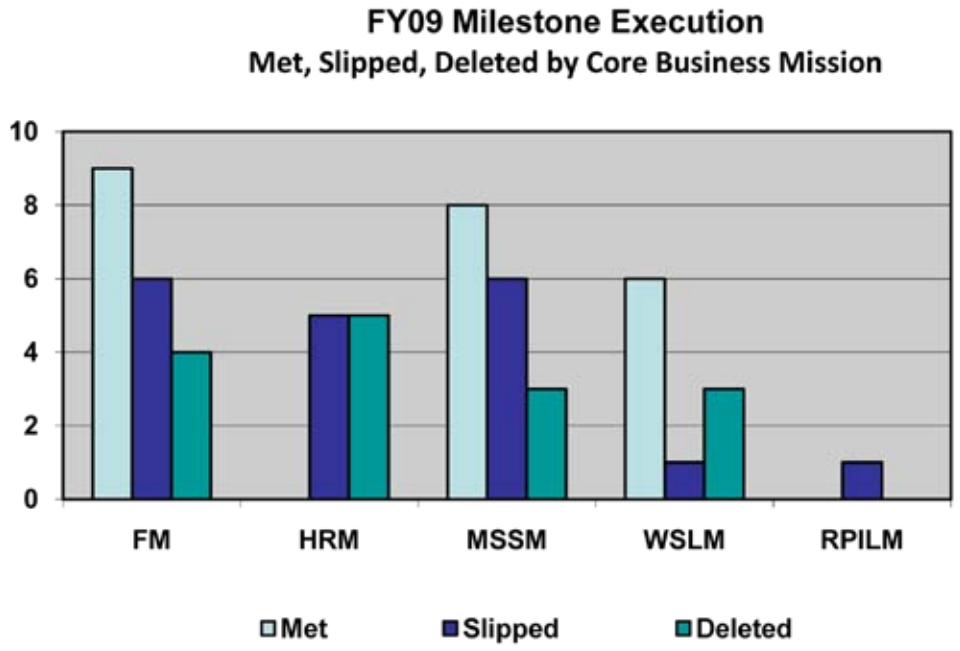


Figure 4–1. Core Business Mission – FY09 Milestone Results

Comparing the total number of compliance and delivery-related milestones planned to those delivered on time, it appears that the WSLM CBM was the most effective; it met 60% of its milestones; followed by the MSSM and FM CBMs, which each met 47%. Table 4–3 shows CBM effectiveness rates for compliance and capability delivery milestones in FY09.

FY2009 Compliance & Delivery-Related Milestones	FM	HRM	MSSM	WSLM	RPILM
Planned	19	10	17	10	1
Achieved	9	0	8	6	0
Overall Effectiveness	47%	0%	47%	60%	0%

Table 4–3. Core Business Mission Effectiveness

Analysis of Milestone Deletions Causes

There were several reasons for milestone deletions. The most common cause related to changes in priorities or requirements, which affected 5 systems as described below:

- Realignment or refinement of priorities or system requirements (ECSS, FBS [2 milestones], EDA and VIPS, DIMHRS and DIMHRS Army [2 milestones])
- Milestones subsumed by new capability (FM SDM, FDW [3 milestones], and REMIS)
- Administrative corrections (BEIS and DTS)

Analysis of Milestone Slippages Causes

Reasons for slippages varied and there does not appear to be a common or dominate cause across the programs. They are loosely grouped into the following areas:

- Contractual proposal/reward processing (CFMS [2 milestones], DLA EBS [2 milestones] and NAF-T)
- Defense Information Systems Agency (DISA) communication interruptions (DLS increment 4 – Deployed Digital Training Campus [2 milestones])
- Efforts to reduce overall program risk (ECSS and TFSMS)
- Acquisition strategy update (EFD [2 milestones])
- Test and evaluation (GFEBS)
- End-to-end-process or net-centric development (NAF-T and RPAD)
- Delays in other systems development and deployment (GFEBS' delay impacted Defense Medical Logistics Standard Support [DMLSS] [2 milestones])
- Delays in other systems development and deployment (GFEBS' delay impacted DMLSS [2 milestones])
- Refining SFIS requirements (impacted DSS and MSC FMS)
- Review of FFMIA compliance (WAWF)

DIMHRS Restructuring

On January 16, 2009, the Deputy Secretary of Defense ordered a restructuring of the DIMHRS program. First, he directed that the Military Departments define the enterprise-level requirements within DIMHRS tied to common data and process elements, commonly referred to as the Core IT Investment (CII), that are required to achieve timely and accurate military pay. Second, he directed that the BTA complete the development of the DIMHRS CII before transitioning it to the Military Departments. Finally, to meet the Department's requirements for enterprise-level information visibility to support the needs of the OSD and the COCOMS, the Deputy Secretary directed the creation of an Enterprise Information Warehouse to standardize data that DoD-level leadership needs to make decisions.

On April 7, 2009, USD (AT&L) certified the restructured DIMHRS program and requested a business case to determine the best-value approach to deliver the DIMHRS capabilities. The business case concluded that the best-value approach for the DoD was to pursue Service-level Integrated Personnel and Pay Systems (IPPSs) utilizing the DIMHRS CII to the maximum extent practical. Each of these Service-level systems would be developed, implemented and maintained by individual Service Program Offices. The BTA will transition the completed CII to the Military Departments on March 30, 2010.

The CII has been successfully configured, developed and tested against the enterprise-level pay-affecting specifications. Additionally, the BTA has tested legacy data loads, conducted payroll calculation validation activities, completed standard enterprise interfaces, and conducted further configuration and development of the DIMHRS solution in order to satisfy accounting requirements necessary to support the Reserve and National Guard Forces.

The CII will provide the Services with a sound platform on which to build their own IPPSs and the basis for consistent pay standards across those systems. Legacy data load testing overcame a long-time DIMHRS issue by proving that legacy data, if appropriately cleansed, could be successfully loaded into the DIMHRS environment in a timely manner. The payroll calculation testing provided an independent validation from DFAS that, given accurate data, DIMHRS will calculate pay correctly, and the development of standard enterprise interfaces provides a consistent interface design that all Services can leverage.

Although the Services will pursue individual IPPSs, effective governance is needed to exercise acquisition oversight, guide and constrain follow-on personnel and pay system investments, certify BPR, enforce standards, and address policy and programmatic issues. Existing business mission area governance will be used to guide and constrain the individual implementation efforts that will occur upon completion of the DIMHRS transition.

Self-Reported Feedback on Milestone Deviation Impacts

Managers of programs with slipped or deleted milestones in FY09 were surveyed and asked to assess the program impacts of the milestone slippages and deletions. Out of 24 program managers surveyed, 12 (50%) reported that milestone deviations had no distinguishable effect on capability delivery or compliance; 5 (21%) indicated the milestone deviation had a negative impact and 7 (29%) reported the impacts were positive. Positive assessments were usually due to the program's ability to leverage additional capability made available after the original milestone date.

From a functional perspective, the area that had the largest self-reported negative impact due to milestone slippages was FM. The systems affected were: BEIS (1 milestone) and NAF-T (2 milestones). BEIS updated

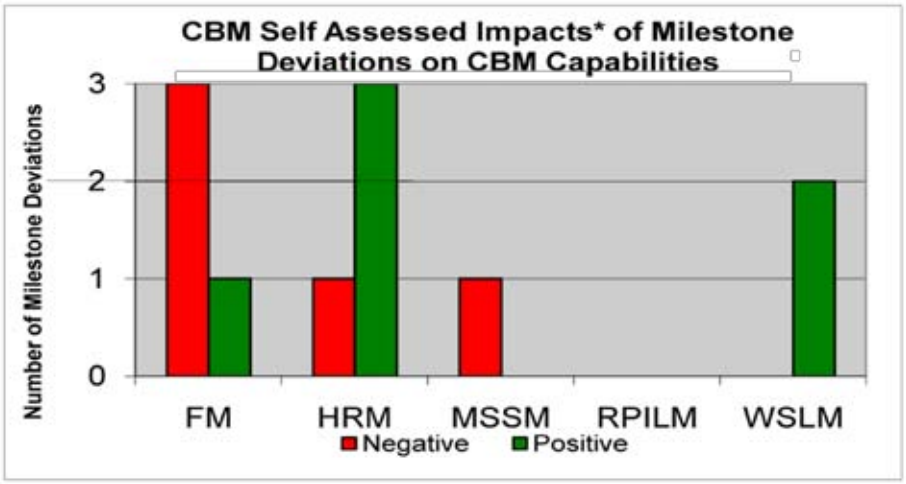
its acquisition strategy approach, changing the original overall FOC milestone to milestone C/Full Deployment Decision Review (FDDR) and creating individual FOC milestones for each of the three systems that form the BEIS family of systems. NAF-T experienced FOC delays for Phase I Financial and IOC delay for Phase II Enterprise Business Solutions. However, the FM CBM also realized positive impact from the MSC-FMS milestone slippage. The slippage permitted integration of SFIS reports and data entry process re-engineering earlier in the life cycle for reducing risk toward full SFIS compliance at FOC.

Human resource capabilities were affected by milestone deletions related to the restructuring of the DIMHRS as directed by the Deputy Secretary of Defense[15]. DIMHRS is being replaced by individual Service variants that will support standard integrated military personnel and payroll services. However, HRM also realized positive impacts for two Defense Medical Logistics Standard Support (DMLSS) milestones by utilizing expanded GFEBS capability not previously available. DLS slippage capitalized on an improved DISA Wideband Global SATCOM system to enhance overall capability.

The MSSM CBM reported that IOC for the Common Food Management System (CFMS) was extended as a result of the mutual agreement to terminate the contractual agreement with the previous systems integrator. This put the program on hold for approximately 18 months, resulting in delayed delivery.

RPILM noted that slippage of the Real Property Assets Database (RPAD) FOC had a neutral impact on RPILM capabilities since manual processes continue to be used to update data. The delay was attributed to the unavailability of technology for full net-centric capability.

WSLM assessed only positive impacts related to milestone slippages for AcqBiz (formerly FBS, two milestones) because they provided the opportunity to use new prototyping approaches not previously approved that reduced overall program risks. Figure 4–2 identifies how many programs with milestone slippages were assessed to have positive or negative impacts by their program managers.



*NOTE: Out of 24 responses, 12 indicated neither positive nor negative impacts. Neutral assessments are excluded from this table.

Figure 4–2. CBM Assessed Overall Impact on CBM Capability

15 Memorandum, "Defense Integrated Military Human Resources (DIMHRS) Program," 19 January 2009.

Analysis of Compliance-Related Milestones

In addition to delivering capability, the enterprise is focused on improving BEA compliance. Most compliance requirements are tracked through the IRB certification process, but some have been designated as milestones.

In 2009, there were 16 BEA compliance-related milestones. Of those, there were 3 compliance milestone types (SFIS, FFMIA and TASI) that were applied to 10 systems. Of the 16 milestones, 11 were met and 5 were slipped. This represents a 69% compliance success rate (deleted compliance milestones were not included because they represent erroneous milestones) (see Table 4–4).

BEA Compliance Milestones Due in FY09					
System	CBM	Milestone Types	Met	Slipped	Total
BEIS	FM	FFMIA	1		**1**
DLA EBS	MSSM	FFMIA, SFIS	2		**2**
DMLSS	HRM	SFIS, TASI		2	**2**
DSS	MSSM	SFIS		1	**1**
EDA	WSLM	SFIS	1		**1**
GCSS-MC	MSSM	FFMIA, SFIS, TASI	3		**3**
GFEBS	FM	SFIS	1		**1**
MSC-FMS	FM	SFIS		1	**1**
NAF-T	FM	FFMIA	1		**1**
WAWF	WSLM	FFMIA, SFIS, TASI	2	1	**3**
Total			**11**	**5**	**16**

Table 4–4. FY09 Compliance-Related Milestone Summary

Appendix A

Abbreviations and Acronyms

ACAT	Acquisition Category
ADA	Anti-Deficiency Act
ADM	Acquisition Decision Memorandum
ADS	Automated Disbursing System
AETC	Air Education and Training Command
AFB	Air Force Base
AFRISS	Air Force Recruiting Information Support System
AFRISS-R	AFRISS with the Air Force Reserve
AFRISS-TF	AFRISS-Total Force
AIS	Automated Information System
AIT	Automated Identification Technologies
AMC	Army Materiel Command
APB	Acquisition Program Baseline
ARRA	American Reinvestment and Recovery Act
ATM	Automated Teller Machine
ATRRS	Army Training Requirements and Resources System
AV	Account Visibility
BCA	Business Case Analysis
BEA	Business Enterprise Architecture
BECCM	Business Enterprise Common Core Metadata
BEIS	Business Enterprise Information Services
BHIE	Bidirectional Health Information Exchange
BMA	Business Mission Area
BPR	Business Process Re-engineering
BTA	Business Transformation Agency
CADD	Computer Aided Design and Drafting
CAMS-ME	Capital Asset Management System-Military Equipment
CMEII	Chemical Management Enterprise Information Integration
CMO	Chief Management Officer
CBM	Core Business Missions
CCR	Central Contractor Registry
CDR	Clinical Data Repository
CDRL	Contract Deliverables Requirements List
CEFT	Card, and the Corporate Electronic Funds Transfer
CFO	Chief Financial Officer
CFMS	Common Food Management System
CMM	Case Management Module
COCOM	Combatant Command

COI	Community of Interest
CONUS	Continental United States
COTS	Commercial off-the-shelf
CPA	Customs Process Automation
CSDR	Cost and Software Data Reporting
CSS	Customer Satisfaction Survey
DAI	Defense Agencies Initiative
DAMIR	Defense Acquisition Management Information Retrieval
DAS	Defense Acquisition System
DBSMC	Defense Business Systems Management Committee
DCAS	Defense Cash Accountability System
DCMO	Deputy Chief Management Officer
DCPS	Defense Civilian Payroll System
DDTC	Deployed Digital Training Campus
DDRS	Defense Departmental Reporting System
DEAMS	Defense Enterprise Accounting and Management System
DFAR	Defense Federal Acquisition Regulation
DFAS	Defense Finance and Accounting System
DIMHRS	Defense Integrated Military Human Resources System
dL	Distributed Learning
DLA	Defense Logistics Agency
DMLSS	Defense Medical Logistics Standard Support
DLS	Distributed Learning System
DMA	Defense Media Activity
DMM	Drill Management Module
DoD	Department of Defense
DoDI	Department of Defense Instruction
DoDIG	Department of Defense, Office of Inspector General
DON	Department of the Navy
DP3	Defense Personal Property Program
DPAS	Defense Property Accountability System
DPRIS	Defense Personnel Records Information Retrival System
DPS	Defense Personal Property System
DSP	Defense Personal Property System
DTIC	Defense Technology Information Center
DTS	Defense Travel System
DUSD(I&E)	Deputy Under Secretary of Defense (Installations and Environment)
EBS	Enterprise Business System
EDA	Electronic Document Access
EDI	Electronic Data Interface
ERP	Enterprise Resource Planning
ETP	Enterprise Transition Plan
EVM-CR	Earned Value Management Central Repository
FAR	Federal Acquisition Regulation

FDIP	Financial Data in Procurement
FDIS	Financial Data in Supply
FIAR	Financial Improvement and Audit Readiness
FIPS	Financial Improvement Plans
FM	Financial Management
FOC	Final Operational Capability or Full Operational Capability
FoS	Family of Systems
FHIE	Federal Health Information Exchange
FSIO	Financial Systems Integration Office
FTP	File Transfer Protocol
FY	Fiscal Year
GAO	Government Accountability Office
GFEBS	General Fund Enterprise Business System
GIS	Geographic Information Systems
GTN	Global Transportation Network
H2R	Hire-to-Retire
HDR	Health Data Repository
HRM	Human Resource Management
ICIB	Interagency Clinical Informatics Board
IDE	Integrated Data Environment
I&E	Installations and Environment
IGC	Integrated Data Environment/Global Transportation Network Convergence
IGI&S	Installation Geospatial Information and Services
IMA	Individual Mobilization Augmentee
IOC	Initial Operating Capability or Initial Operational Capability
IPAC	Intra-Governmental Payment and Collection System
IRB	Investment Review Board
IT	Information Technology
IUID	Item Unique Identifiers
JEHRI	Joint Electronic Health Record Interoperability
JPMO	Joint Program Management Office
LMS	Learning Management System
MAIS	Major Automated Information System
MDA	Milestone Decision Authority
MHS	Military Health System
MILCON	Military Construction
MSSM	Materiel Supply and Service Management
MDAP	Major Defense Acquisition Program
MOS	Military Occupational Specialty
MWR	Morale, Welfare and Recreation
NAF-T	Non-Appropriated Funds Financial Transformation
NAVMAC	Navy Manpower Analysis Center
NDAA	National Defense Authorization Act
OCONUS	Outside the Continental United States

ODS	Operational Data Store
OFFM	Office of Federal Financial Management
OMB	Office of Management and Budget
OMPF	Official Military Personnel File
OTC	Order-to-Cash
OUSD(C)	Office of the Under Secretary of Defense (Comptroller)
OUSD (P&R)	Office of the Under Secretary of Defense for Personnel and Readiness
P2P	Procure-to-Pay
PAD	Profiles of the Air Force Depot
PDS	Procurement Data Standard
PKI	Public Key Infrastructure
PPB BOS	Planning, Programming and Budgeting Business Operating System
QoL	Quality of Life
RFID	Radio Frequency Identifiers
RPAR	Real Property Acceptance Requirements
RPCIPR	Real Property Construction in Progress Requirements
RPILM	Real Property and Installations Lifecycle Management
RPIR	Real Property Inventory Requirements
RPUIR	Real Property Unique Identifier Registry
ROI	Return on Investment
SAR	Selected Acquisition Report
SDI	Standard Disbursing Initiative
SFFAS	Statement of Federal Financial Accounting Standards
SFIS	Standard Financial Information Structure
SMP	Strategic Management Plan
SOA	Service-Oriented Architecture
SPA	Secure Personnel Accountability
STARS	Standard Accounting and Reporting System
TAV	Total Asset Visibility
TFAS/MOS	Total Force Administration System/Manpower Operations System
TFSMS	Total Force Structure Management System
TMA	TRICARE Management Activity
TO&E	Table of Organization and Equipment
TOPS	Transportation Operational Personal Property Standard System
TSP	Transportation Service Provider
UFC	Unified Facilities Criteria
UOM	Unit of Measure
USC	United States Code
USTRANSCOM	United States Transportation Command
UII	Unique Identifiers
USD (AT&L)	Under Secretary of Defense for Acquisition, Technology & Logistics
USD (P&R)	Under Secretary of Defense for Personnel and Readiness
USUHS	Uniformed Services University of Health Services
VA	Department of Veterans Affairs

VLER	Virtual Lifetime Electronic Record
VPN	Virtual Private Network
WAWF	Wide Area Work Flow
WSLM	Weapons System Lifecycle Management
XML	Extensible Markup Language

Link to TOC

Appendix B

System Certifications Without Conditions

Table B-1. Systems Certified Without Conditions

Systems Certified Without Conditions	IRB
Army Career Tracker (ACT)	HRM
Air Force Defense Integrated Military Human Resources System (AF DIMHRS)	
Air Force Integrated Framework Health Care Toolset (AFIFHCT)	
Automated Identification And Data Collection (AIDC)	
Army Training Requirements And Resources System (ATRRS)	
Army Warrior Care & Transition System (AWCTS)	
Centralized Credentials And Quality Assurance System (CCQAS)	
Career Management System - Interactive Detailing (CMS-ID)	
Case Management And Tracking System (CMTS)	
Composite Occupational Health & Risk Tracking System (COHORT)	
Case Reporting System And Information Management System (CRIMS)	
Defense Civilian Personnel Data System (DCPDS)	
Defense Integrated Military Human Resources System (DIMHRS)	
Defense Integrated Military Human Resources System - Army (DIMHRS-Army)	
Defense Information System For Security (DISS)	
Department Of Defense Medical Examination Review Board 2020 (DoD MERB 2020)	
Defense Occupational & Environmental Health Readiness System - Hearing Conservation (DOEHRS-HC)	
Defense Readiness Reporting System (DRRS)	
Defense Sexual Assault Incident Database (DSAID)	
Expense Assignment System Iv (EAS IV)	
Electronic Grants System (EGS)	
Financial Disclosure Management System (FDM)	
Global Data Synchronization (GDS)	
Goarmyed (GoArmyEd)	
Health Artifact And Image Management Solution (V1) (HAIMS V1)	
Health Services Data Warehouse (HSDW)	
Personnel Security Investigative File Automated Subsystem (IIRR)	
Integrated Medical Information Technology System – Teleradiology (IMITS-TR)	
Joint Electronic Health Record Interoperability (JEHRI)	
Learning Management System - Distance Learning (LMS-DL)	
Marine Corps Training Information Management System (MCTIMS)	

Systems Certified Without Conditions (continued)	IRB
Military Sealift Command Human Resources Management System (MSC-HRMS)	HRM
Pharmacovigilance Defense Application System (PVDAS)	
Tricare On Line (TOL)	
Telepharmacy Remote Dispersing And Verification System - Scriptpro (TRDVS)	
Technical Training Management System (TTMS)	
Universal Immunization Tracking System (UITS)	
Virtual Interactive Processing System (VIPS)	
Warehouse Management System (WMS)	
Wounded Warrior Accountability System (WWAS)	
Asset Visibility (AV)	MSSM
Customer Driven Uniform Manufacturing (CDUM)	
Cataloging Re-Engineering System (CRS)	
DLA Fusion Center (FC)	
Federal Logistics Information System (FLIS)	
Joint Technical Data Integration (JTDI)	
Purchase Request Process System (PRPS_443)	
Stock Control System (SCS)	
Support Planning Integrated Data Enterprise Readiness System (SPIDERS)	
Transportation Coordinators' Automated Information for Movements System II (TC-AIMS II)	
Army Safety Management Information System - Revised (ASMIS-R)	RPILM
DoD Explosives Safety Knowledge Enterprise Service (DESKES)	
Acquisition Document Development and Management (ADDM)	WSLM
ATEC Decision Support System (WEB) (ADSS-WEB)	
Air Force Way (AFWay)	
Active Risk Manager (ARM)	
Engine Health Management Data Repository Center (EHMDRC)	
Aristotle People/Project Finder (PPF)	
Office Automation (OA)	FM
Program Planning Budget Business Operating System (PPB BOS)	

Appendix C

System Certifications With Conditions

Table C-1 lists systems that were conditionally certified. Table C-2 lists the condition types.

Table C-1. Systems Conditionally Certified

Systems Conditionally Certified	IRB
Army Workload And Performance System (AWPS) Defense Medical Logistics Standard System - Joint Medical Asset Repository (DMLSS) Medical Research Information Technology System (MeRITS)	**HRM**
Base Level Item Tracking System (BLITS) DLA Enterprise Business System (DLA EBS) Distribution Standard System (DSS) Facility and Equipment Management (FEM) EProcurement (EPROC) Global Combat Support System Army (GCSS-Army) Global Combat Support System Marine Corps (GCSS-MC) Industrial Base Modernization Manufacturing Execution System (IBM-MES) Logistics Information Warehouse (LIW) Logistics Modernization Program (LMP) MA MRO Business System Modernization (MABSM) Material Access Technology - Mission Funded (MATMF) Marine Corps Equipment Readiness Information Tool (MERIT) Navy Maintenance Database (NMD) Navy Workload and Performance System (NWPS WEB) One Touch Support (OTS) Reutilization Business Integration (RBI) Ships Maintenance & Material Management (SHIPS 3-M) Shipyard Management Information System Investment For Corp. Software (SYMIS INV(LDS)) Training Business Area (TBA) UAS Initiative (UAS-I)	**MSSM**
Headquarters Army Environmental System (HQAES)	**RPILM**

Systems Conditionally Certified	IRB
Contingency Acquisition Support Model (cASM) Synchronized Predeployment and Operational Tracker (SPOT) Wide Area WorkFlow (WAWF)	**WSLM**
Defense Agencies Initiative (DAI) Enterprise Funds Distribution (EFD) Financial Information Resource System (FIRST) General Fund Enterprise Business System (GFEBS)	**FM**

Table C-2. Certification Condition Types

Condition Types	IRB
Compliance Plan for CCR Compliance Plan for FPDS-NG Compliance Plan for IUID Implementation plan for incorporation of Construction In-Progress Requirements (CIPR) Implementation plan for incorporation of Real Property Inventory Requirements (RPIR) Incorporation of Real Property Asset authoritative date Update BEA 6.0 SFIS Checklist	**FM**
Certify the system has completed all required acquisition documentation requirements and documentation required by the system's current stage of development or modernization in SFIS Implementation Plan Compliance Plan for IUID Consider the "Defense Health Information Management System" (DHIMS) WW solution before finalizing AWCTS requirements. FISMA-PIA Checklist Initiate coordination with Military Health System (MHS) Provide the milestones for development and delivery of the enterprise solution Results of the independent third party assessment of FFMIA compliance SFIS 6.0 Compliance Checklist for Business Feeder Systems SFIS Compliance questionnaire completion and submission Sufficient justification or reason for their designation as a "Platform IT" type system versus an "Automated Information System (AIS)"	**HRM**
Acquisition documentation that references NWPS functionality HRM Partner IRB determination Capability/Compliance Plan IUID HRM Partner IRB determination PIA-PII-FISMA Checklist	**MSSM**

Condition Types	IRB
Conduct Analysis of Alternatives Incorporate the ELRV&R requirements Status of the reprogramming effort for FY2009	**RPILM**
ADA Violation Comply with Standard Financial Information Structure (SFIS) Implementation PIA-PII-FISMA Checklist Update BEA 6.0 SFIS Checklist	**WSLM**

Appendix D

System Decertifications

Table D-1 shows FY09 decertifications that were reviewed by the IRBs and approved by the DBSMC.

Table D–1. Decertification Condition Types

IRB	Business System Name	De-Cert Dollars (millions)	Reason
FM	Enterprise Risk Management Program-Business Activity Monitoring (ERMP-BAM_7905)	9.129	Development Modernization Funding Reduction
FM	Standard Disbursing Initiative (SDI_6677)	5.546	Development Modernization Funding Reduction
FM	Standard Accounting and Reporting System (STARS_5)	0.5	Development Modernization Funding Reduction
HRM	DECA Enterprise Business System	10.711	Due to Strategic Realignment, program was canceled
HRM	Aviation Resource Management System	1.008	Funding evaluation re-categorized funds as sustainment vice development modernization
HRM	ANG Reserve Order Writing System	0.213	Planned modernization completed
HRM	Total Force Administration System/Manpower Operations Systems	2.017	Previously certified funding was cut; reduction in scope
HRM	Defense Sexual Assault Incident Database	4.0	Reprogramming of O&M Funds coupled with contract placement delay precluded FY 09 funds obligation
RPILM	Automated Civil Engineer System (ACES_167)	13.0	No longer development modernization
WSLM/ MS&SM	Integrated Data Environment (IDE_1440)	5.3	Development Modernization Funding Reduction
WSLM/ MS&SM	Distance Support 2 (DS2) Customer Relationship Management (DS2-CRM_1629)	4.066	Development Modernization Funding Reduction

IRB	Business System Name	De-Cert Dollars (millions)	Reason
WSLM/ MS&SM	Distance Support 2 (DS2) Solution (DS2-S_1630)	2.79	Development Modernization Funding Reduction
WSLM/ MS&SM	Navy Information/Application Product Suite (Distance Support 2) (NIAPS(DS2)_1631)	2.427	Development Modernization Funding Reduction
WSLM/ MS&SM	Air Force Equipment Management System (AFEMS_202)	0.314	Development Modernization Funding Reduction
WSLM/ MS&SM	Aircraft Structural Integrity Management Information System (ASIMIS_457)	1.215	Development Modernization Funding Reduction
WSLM/ MS&SM	Enhanced Technical Information Management System (ETIMS_477)	13.906	Development Modernization Funding Reduction
WSLM/ MS&SM	Automated Manifest System – Tactical (AMS-TAC_4909)	0.689	Development Modernization Funding Reduction
WSLM/ MS&SM	Integrated Booking System (IBS_353)	0.152	Development Modernization Funding Reduction
WSLM/ MS&SM	Reutilization Business Integration(RBI_482)	2.702	Development Modernization Funding Reduction
WSLM/ MS&SM	Scientific and Technology Enterprise System (STES_2429)	4.244	Development Modernization Funding Reduction
WSLM/ MS&SM	DoD Electronic Mall (DoD EMALL_416)	2.5	Development Modernization Funding Reduction
WSLM/ MS&SM	Comprehensive Cost and Requirement System (CCARS_384)	4.108	Development Modernization Funding Reduction
WSLM/ MS&SM	Enterprise Business System (EBS_1117)	3.5	Development Modernization Funding Reduction
WSLM / MS&SM	Information & Resource Support System (IRSS_1125)	1.0	Development Modernization Funding Reduction
Total De-Certified in FY2009		**95.04**	

Appendix E

Key Milestone Summary

This appendix lists all of the scheduled milestones for business systems and initiatives identified in the 2008 ETP. The listing provides the final status of each milestone (met, slipped or deleted) and a concise explanation for each milestone not met in FY09. The entries are grouped by CBM.

Systems are defined as an information system, other than a national security system, operated by, for, or on behalf of the DoD. These may include financial systems, mixed systems, financial data feeder systems, and information technology and information assurance infrastructure used to support business activities, such as acquisition, financial management, logistics, strategic planning and budgeting, installations and environment, and human resources management.

Initiatives are non-system programs or activities focused on policy changes, data standards or other business practice changes.

Human Resource Management

Human Resource Management											
Component	**System**	**Initiative**	**Acronym**	**Milestone (MS) Name**	**MS Category**	**MS Type**	**Original MS Date**	**Updated MS Date**	**MET MS Date**	**Status**	**Explanations**
BTA	X		DIMHRS	System Acceptance Test	Interim		11/28/08	NA	NA	Deleted	Per Under Secretary AT&L Memo dated 07 Apr 09 entitled "Defense Integrated Military Human Resources (DIMHRS) Core Information Technology (IT) Investment Acquisition Decision Memorandum (ADM)" authorized the restructuring of the DIMHRS Program
BTA	X		DIMHRS	DIMHRS FFMIA Compliance	Compliance	FFMIA	11/28/08	NA	NA	Deleted	Per Under Secretary AT&L Memo dated 07 Apr 09 entitled Defense Integrated Military Human Resources (DIMHRS) Core Information Technology (IT) Investment Acquisition Decision Memorandum (ADM) authorized the restructuring of the DIMHRS Program
BTA	X		DIMHRS	Milestone C	Acquisition	MS-C	11/30/08	NA	NA	Deleted	Per Under Secretary AT&L Memo dated 07 Apr 09 entitled "Defense Integrated Military Human Resources (DIMHRS) Core Information Technology (IT) Investment Acquisition Decision Memorandum (ADM)" authorized the restructuring of the DIMHRS Program
BTA	X		DIMHRS	Operational Test and Evaluation	Interim		01/31/09	NA	NA	Deleted	Per Under Secretary AT&L Memo dated 07 Apr 09 entitled "Defense Integrated Military Human Resources (DIMHRS) Core Information Technology (IT) Investment Acquisition Decision Memorandum (ADM)" authorized the restructuring of the DIMHRS Program
BTA	X		DIMHRS	IOC	Acquisition	IOC	03/31/09	NA	NA	Deleted	Per Under Secretary AT&L Memo dated 07 Apr 09 entitled "Defense Integrated Military Human Resources (DIMHRS) Core Information Technology (IT) Investment Acquisition Decision Memorandum (ADM)" authorized the restructuring of the DIMHRS Program
BTA	X		DIMHRS	System Integration Test	Interim		04/15/09	NA	NA	Deleted	Per Under Secretary AT&L Memo dated 07 Apr 09 entitled "Defense Integrated Military Human Resources (DIMHRS) Core Information Technology (IT) Investment Acquisition Decision Memorandum (ADM)" authorized the restructuring of the DIMHRS Program

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Human Resource Management

Component	System	Initiative	Acronym	Milestone (MS) Name	MS Category	MS Type	Original MS Date	Updated MS Date	MET MS Date	Status	Explanations
BTA	X		DIMHRS	System Acceptance Test	Interim		05/30/09	NA	NA	Deleted	Per Under Secretary AT&L Memo dated 07 Apr 09 entitled "Defense Integrated Military Human Resources (DIMHRS) Core Information Technology (IT) Investment Acquisition Decision Memorandum (ADM)" authorized the restructuring of the DIMHRS Program
BTA	X		DIMHRS	Operational Test and Evaluation	Interim		08/31/09	NA	NA	Deleted	Per Under Secretary AT&L Memo dated 07 Apr 09 entitled "Defense Integrated Military Human Resources (DIMHRS) Core Information Technology (IT) Investment Acquisition Decision Memorandum (ADM)" authorized the restructuring of the DIMHRS Program
BTA	X		DIMHRS	Core Product Complete	Interim		08/31/09		09/30/09	Met	
BTA	X		DTS	Interface to GFEBS	Interim		10/01/08		10/01/08	Met	
BTA	X		DTS	Interface to Government Travel Charge Card Vendor	Interim		10/31/08		10/31/08	Met	
BTA	X		DTS	Facilitate The Rest of Travel in DTS	Interim		03/27/09	NA	NA	Deleted	The TROTS change proposal was removed from the DTS Enhancement Release (Reinvestment Release) due to the proposed cost for the release exceeding our estimates and budget. DTMO agreed to remove it from the planned release
BTA	X		DTS	Implementation of Technical Refresh	Interim		05/15/09	0228/11	08/07/09	Met	A phased approach is being used to complete implementation
BTA	X		DTS	Deploy Special Trip Types	Interim		05/15/09		08/07/09	Met	
BTA	X		DTS	Interface to DEAMS	Interim		08/30/09	NA	NA	Deleted	This is a release not a milestone
BTA	X		DTS	FOC	Acquisition	FOC	09/30/09	03/01/10	NA	Deleted	FOC date changed to ensure achievement of key performance parameters required by the ORD
BTA	X		DTS	Deploy an Automated Military Permanent Duty Travel Capability	Interim		09/30/09	NA	NA	Deleted	This is a release not a milestone

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Human Resource Management

Component	System	Initiative	Acronym	Milestone (MS) Name	MS Category	MS Type	Original MS Date	Updated MS Date	MET MS Date	Status	Explanations
Army	X		DLS	OT&E	Interim		12/31/08	10/02/09	NA	Slipped	The system was rebaselined. The approved APB schedules OT&E with an objective of Sep 09 and a Threshold of Mar 10. Mvd from 7/8/2009
Army	X		DLS	FRP	Interim		12/31/08	11/30/09	NA	Slipped	Slipped due to DISA Communications problems (SATCOM)
Army	X		DLS	Milestone C	Acquisition	MS-C	12/31/08	11/30/09	NA	Slipped	Slipped due to DISA Communications problems (SATCOM)
Army	X		DLS	IOC	Acquisition	IOC	12/31/08	01/29/10	NA	Slipped	Slipped due to DISA Communications problems (SATCOM)
Army	X		DLS	ACCP Courseware Migration	Interim		03/31/09		03/31/09	Met	
Army	X		DLS	DLS Annual Technical Refresh	Interim		09/30/09		09/30/09	Met	
BTA X			VIPS	Determine incremental capability delivery schedule	Interim		10/31/08	NA	NA	Deleted	VIPS transferred to the BTA in November 2008 . Preparing for new MS B.
BTA	X		VIPS	Milestone B Decision	Acquisition	MS-B	01/01/09	NA	NA	Deleted	VIPS transferred to the BTA in November 2008 . Preparing for new MS B.
BTA	X		VIPS	Complete SRS	Interim		04/30/09	NA	NA	Deleted	VIPS transferred to the BTA in November 2008 . Preparing for new MS B.
BTA	X		VIPS	Begin system development for the first increment	Interim		04/30/09	NA	NA	Deleted	VIPS transferred to the BTA in November 2008 . Preparing for new MS B.
BTA	X		VIPS	Conduct technology Demonstrations	Interim		06/30/09	NA	NA	Deleted	VIPS transferred to the BTA in November 2008 . Preparing for new MS B.

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Component	System	Initiative	Acronym	Milestone (MS) Name	MS Category	MS Type	Original MS Date	Updated MS Date	MET MS Date	Status	Explanations
DON	X		MSC-HRMS	FY 2009 - System Development & Application Upgrade	Interim		09/30/09	04/30/10	NA	Slipped	The upgrade to release 12 of the Oracle application stack was delayed due to MSC resource constraints. This upgrade represents a major technology and infrastructure change that would require broad involvement and representation among all MSC N6 divisions, because of existing project priorities and overall resource constraints, MSC kicked off the upgrade project in June 2009, and is currently projected to be completed by April 2010.
DON	X		TFAS/ MOS	Drill Management (DM) Module	Interim		09/30/09		09/30/09	Met	
DON	X		TFAS/ MOS	Secure Personnel Accountability (SPA) Module	Interim		09/30/09		09/30/09	Met	.
DON	X		TFSMS	Block 2 Milestone B	Acquisition	MS-B	04/30/10	10/30/09	NA	Slipped	The slippage was due to delays in approving the CDD. The Block 2 (Increment II) CDD was resubmitted to the Joint Staff on July 15 and finally certified on Sept.03. The Marine Requirements Oversight Council (MROC) sent the CDD out for final review internally on Sept. 30 with a due date of Oct. 18. The MROC approved the CDD on Nov 20, 2009. TFSMS is currently ready to go to the MDA for Milestone B approval.
MHS	X		AHLTA	Complete requirements decomposition, design, coding and developer testing and deliver the functionality of HART Phase Iib to the Government for DT&E	Interim		12/30/08		12/30/08	Met	

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Human Resource Management											
Component	**System**	**Initiative**	**Acronym**	**Milestone (MS) Name**	**MS Category**	**MS Type**	**Original MS Date**	**Updated MS Date**	**MET MS Date**	**Status**	**Explanations**
MHS	X		AHLTA	Validate that any AHLTA infrastructure or applications gaps identified during OT&E in anticipation of deployment in the next FY have been resolved	Interim		12/31/08		12/31/08	Met	
MHS	X		AHLTA	Complete requirements decomposition, design, coding and developer testing and deliver the functionality of CPE Group 2 Enhancements to the Government to DT&E	Interim		03/30/09		03/30/09	Met	
MHS	X		AHLTA	Deliver web services to testing	Interim		07/01/09	12/31/09	NA	Slipped	Supports LOA 8. Change Finish Date to 12/31/09 due to delay in contract award.
MHS	X		AHLTA	Deliver local Registration enhancement for testing	Interim		09/30/09	NA	NA	Deleted	Services/Functional Community re-validated their needs and removed this requirement.
MHS	X		AHLTA	Deliver MedBase capability for testing	Interim		09/30/09	NA	NA	Deleted	Services/Functional Community re-validated their needs and removed this requirement.
MHS	X		AHLTA	Deploy desktop application (MAPS)	Interim		09/30/09		03/30/09	Met	
MHS	X		AHLTA	Complete requirements decomposition, design, coding and developer testing and deliver the functionality of TMDI to the Government for DT&E	Interim		09/30/09		09/30/09	Met	

Human Resource Management

Component	System	Initiative	Acronym	Milestone (MS) Name	MS Category	MS Type	Original MS Date	Updated MS Date	MET MS Date	Status	Explanations
MHS	X		AHLTA	Begin deployment of HART Phase IIb	Interim		09/30/09	12/31/09	NA	Slipped	Delay in contract award. (The CDR/CDM ETL enhancements were projected to be on the CCB agenda 09 March 09 so that product can be deployed to production on the weekend of 20 March 09. However, the vendor stop-work order halted technical work initiated to prepare the test environment for loading/testing HART 2B.) Warranty expires 30 Nov 09.
MHS	X		AHLTA	Deliver Medication Reconciliation for testing	Interim		09/30/09	07/31/10	NA	Slipped	Requirement revised by Services/Functional Community to be "Present Medication Patient List". Revised requirement is on track to meet revised finished date of 7/31/10.
MHS	X		DMLSS	Complete testing and fielding of JMAR Data Ware-house	Interim		10/31/08		10/31/08	Met	
MHS	X		DMLSS	DMLSS SFIS Compliance	Compliance	SFIS	12/31/08	10/30/09	NA	Slipped	Delay was due to validation of complete SFIS compliance
MHS	X		DMLSS	DMLSS Target Accounting System Interface	Compliance	TASI	12/31/08	10/30/09	NA	Slipped	Due to funding availability and the ability of DMLSS and GFEBS programs to complete testing of this interface, implementation was delayed
MHS	X		DMLSS	Deploy RFID as a capability within the DMLSS system as well as the hardware infrastruc-ture to alpha test sites at Ft. Belvoir, Bethesda Naval Medical Center, Dover AFB and Andrews AFB	Interim		12/31/08	09/30/10	NA	Slipped	Slipped from 8/31/09 - Negotiating with Navy and Air Force on deployment dates

Human Resource Management

Component	System	Initiative	Acronym	Milestone (MS) Name	MS Category	MS Type	Original MS Date	Updated MS Date	MET MS Date	Status	Explanations
MHS	X		DMLSS	Analyze RFID deployment and effectiveness of business processes at Alpha sites	Interim		03/31/09		03/31/09	Met	
USAF		X	PSD	Spiral 1, Block 20--Airmen Development Plan for Civilian, Role-based Access/E-viewer for Digitized Personnel Records	Interim		10/30/08		03/31/09	Met	.
USAF		X	PSD	EEO/MEO Tracking and Reporting Application	Interim		11/30/08	NA	NA	Deleted	Deleted Per PEO Memo dated 11 MAR 09, vPSC was declared as complete with delivery of Block 20. This milestone is no longer valid.
USAF		X	PSD	(MIL; AD/RES/NGB) Centralizing HR transactional work currently performed at base-level	Interim		11/30/08	11/30/09	NA	Slipped	Developers have lost experienced programmers, currently spinning up new ones. Testing begins in April 2009. Finalize our Change Management material and publish it to the field in advance of the "turn the switch" date. Work Group validating that identified workload has moved as scheduled. AFPC is working with MAJCOMs.; slipped from 30 Jun 09 to 30 Nov 09
USAF		X	PSD	Spiral 1, Block 60--PRISM Modernization	Interim		12/05/08	NA	NA	Deleted	Deleted Per PEO Memo dated 11 MAR 09, vPSC was declared as complete with delivery of Block 20. This milestone is no longer valid.
USAF		X	PSD	Centralizing HR processes currently performed at MAJCOMs	Interim		06/30/09	01/30/10	NA	Slipped	Due to MAJCOM concerns, a less aggressive schedule is being implemented, slipped to 30 Jan 10
USAF		X	PSD	Spiral 1, Block 40--ANG/Reserve FDTK	Interim		07/30/09	NA	NA	Deleted	Deleted Per PEO Memo dated 11 MAR 09, vPSC was declared as complete with delivery of Block 20. This milestone is no longer valid.
USAF		X	PSD	Spiral 1, Block 50--WAPS Modernization	Interim		07/30/09	NA	NA	Deleted	Deleted Per PEO Memo dated 11 MAR 09, vPSC was declared as complete with delivery of Block 20. This milestone is no longer valid.

Weapons Systems Lifecycle Management

Weapons Systems Lifecycle Management											
Component	System	Initiative	Acronym	Milestone (MS) Name	MS Category	MS Type	Original MS Date	Updated MS Date	MET MS Date	Status	Explanations
BTA	X		AV BTS	Query authoritative sources	Interim		10/31/08		10/31/08	Met	
USD (AT&L	X		CAMS	OUSD (AT&L) develop and issue guidance on Full Cost	Interim		09/30/09	NA	NA	Deleted	The Federal Accounting Standards Advisory Board (FASAB) Accounting and Audit Policy Committee (AAPC) is working on both full cost and modifications. OUSD(AT&L)/ ARA/P&EP will continue to support the AAPC's efforts and will stay involved with Service-level Enterprise Resource Planning (ERP) requirements for these policies as well
USD (AT&L	X		CAMS	OUSD (AT&L) develop and issue guidance on Modifications	Interim		09/30/09	NA	NA	Deleted	The Federal Accounting Standards Advisory Board (FASAB) Accounting and Audit Policy Committee (AAPC) is working on both full cost and modifications. OUSD(AT&L)/ARA/P&EP will continue to support the AAPC's efforts and will stay involved with Service-level Enterprise Resource Planning (ERP) requirements for these policies as well
BTA	X		CCR	Initiate deployment of phase I of the innovations notification process	Interim		09/30/09	12/31/20	NA	Slipped	Service requirements were never finalized and other priorities superseded

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Weapons Systems Lifecycle Management

Component	System	Initiative	Acronym	Milestone (MS) Name	MS Category	MS Type	Original MS Date	Updated MS Date	MET MS Date	Status	Explanations
DLA	X		DoD EMALL	Deploy next version including improved funds checking capabilities for select ordering communities	Interim		01/30/09		01/30/09	Met	
DLA	X		EDA	EDA FFMIA Compliance	Compliance	FFMIA	09/30/09	NA	NA	Deleted	Milestone not applicable to EDA, it does not do transactional activities
DLA	X		EDA	EDA BI/DW SFIS Compliance	Compliance	SFIS	09/30/09		09/30/09	Met	
DLA	X		FedReg	Establish initial DoD BPN Management Process	Interim		03/31/09		03/31/09	Met	
DLA	X		JCCS	Implement capability to output system data to library of standard forms used for contingency procurement	Interim		11/28/08		06/04/09	Met	
DLA	X		JCCS	Provide fully web based Data Entry client for contracting officers	Interim		03/01/09		06/04/09	Met	
DLA	X		PPIRS	Initiate deployment of PPIRS-SR with targeted list of Military Services and DLA	Interim		12/31/08		11/25/08	Met	
DLA	X		PPIRS	Complete Deployment of PPIRS-SR to initial targeted site list	Interim		09/30/09		02/01/09	Met	
BTA	X		SPOT	Deliver v7.0 to accommodate legislative requirements and enhance warfighter usability	Interim		06/30/09	03/30/10	NA	Slipped	The Contracting Acquisition Center has not been able to award the development contract due to the Ft. Monmouth base closing. It is anticipated the contract will be awarded by Sept 2009. Delivery of v7.0 is anticipated to occur by 30 MAR 10
BTA	X		SPOT	Provide SIPRNET Capability	Interim		09/30/09		09/30/09	Met	

Weapons Systems Lifecycle Management											
Component	System	Initiative	Acronym	Milestone (MS) Name	MS Category	MS Type	Original MS Date	Updated MS Date	MET MS Date	Status	Explanations
BTA	X		SPOT	Define requirements for enhanced SPOT web services	Interim		09/30/09		09/30/09	Met	
BTA	X		SPS	Delivery of Service Release 10	Interim		11/28/08		10/29/08	Met	
BTA	X		SPS	Deployment of Service Release 08	Interim		11/30/08		12/31/08	Met	
BTA	X		SPS	Deploy SPS to JCC-I/A	Interim		12/31/08		12/31/08	Met	
BTA	X		WAWF	WAWF SFIS Compliance	Compliance	SFIS	09/30/09		09/30/09	Met	
BTA	X		WAWF	WAWF Target Accounting System Interface	Compliance	TASI	09/30/09		09/30/09	Met	
BTA	X		WAWF	Implement capability in WAWF to support USTRANSCOM Transactions and Transportation Visibility	Interim		09/30/09		09/30/09	Met	
BTA	X		WAWF	Implement capability to process receiving reports for purchase card contracts in WAWF	Interim		09/30/09		09/30/09	Met	
BTA	X		WAWF	Implement capability to submit Contract Data Requirements List (CDRL) attachments within WAWF	Interim		09/30/09		09/30/09	Met	
BTA	X		WAWF	WAWF FFMIA Compliance	Compliance	FFMIA	09/30/09	10/30/09	NA	Slipped	An ACART assessment is planned for WAWF to determine its compliance requirements
Army	X		FBS	Develop Increment 1 IOC	Acquisition	IOC	12/15/08		06/15/09	Met	
Army	X		FBS	Develop Increment 2 IOC	Acquisition	IOC	03/20/09		03/20/09	Met	

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Weapons Systems Lifecycle Management

Component	System	Initiative	Acronym	Milestone (MS) Name	MS Category	MS Type	Original MS Date	Updated MS Date	MET MS Date	Status	Explanations
Army	X		FBS	Develop Increment 3 IOC	Acquisition	IOC	06/25/09	NA	NA	Deleted	Program rebaselined to conform to BCL Policy. New Schedule will be provided
Army	X		FBS	Develop Increment 4 IOC	Acquisition	IOC	06/25/09	NA	NA	Deleted	Program rebaselined to conform to BCL Policy. New Schedule will be provided
Army	X		FCS	Blockpoint 32-33: Development and Deployment of capabilities to support FCS Spin Outs and Preliminary Design Review	Interim		10/30/08		10/30/08	Met	
Army	X		FCS	BP 34-36 (FY09): Development and deployment of new capabilities to support FCS SoS PDR, Capability Maturity 1, and Spin Out 1 Milestone C	Acquisition	MS-C	07/31/09		08/22/09	Met	

Materiel Supply and Service Management

Materiel Supply and Service Management											
Component	System	Initiative	Acronym	Milestone (MS) Name	MS Category	MS Type	Original MS Date	Updated MS Date	MET MS Date	Status	Explanations
DON	X		eSRS	Initiate Phase II deployment	Interim		10/31/08		10/31/08	Met	
USD (AT&L)		X	IUID	Publish draft NATO Allied Publication for consideration and use by NATO Nations adopting IUID requirements under NATO Standardization Agreement 2290 UID of Items	Interim		06/30/09		06/30/09	Met	
USD (AT&L)		X	IUID	All new Government Furnished Property (GFP) on solicitations and contracts meet the IUID requirements (requires DFARS change)	Interim		09/30/09		09/30/09	Met	
USD (AT&L)		X	IUID	Phase III of marking and registering of legacy assets complete	Interim		09/30/09	12/31/15	NA	Slipped	Per the memo from the Under Secretary of Defense, AT&L Office, the revised Component Financial Improvement Plan and Enterprise Resource Planning implementation dates for marking IUID on in scope assets has been moved from Dec 31, 2010 to Dec 31, 2015
BTA		X	RFID	Initiate the upgrade of the fixed infrastructure to operate under new active RFID ISO standard	Interim		12/31/08		02/02/09	Met	
BTA		X	RFID	Implement the automated receipt and check-in of materiel using passive RFID at a single retail location within each of the Services to validate the appropriate business processes and evaluate the benefits of passive RFID usage at this level	Interim		09/30/09		09/30/09	Met	
Army	X		GCSS	Continuing Evaluation	Interim		02/28/09		02/28/09	Met	
Army	X		GCSS	Analyze	Interim		03/31/09		04/30/09	Met	

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Materiel Supply and Service Management

Component	System	Initiative	Acronym	Milestone (MS) Name	MS Category	MS Type	Original MS Date	Updated MS Date	MET MS Date	Status	Explanations
Army	X		LMP	Trial Data Load	Interim		10/31/08		11/14/08	Met	
Army	X		LMP	Load Production Data	Interim		02/28/09		02/28/09	Met	
Army	X		LMP	2d Deployment Go Live	Interim		03/31/09		05/14/09	Met	
DLA	X		CFMS	Milestone C	Acquisition	MS-C	11/30/08	09/30/10	NA	Slipped	DLA & systems integrator mutually agreed to end contractual arrangement 3/13/09. Decision on selected Course of Action from Executive Board is delayed until completion of Analysis of Alternatives
DLA	X		CFMS	IOC	Acquisition	IOC	06/30/09	02/08/11	NA	Slipped	DLA & Systems Integrator mutually agreed to end contractual arrangement 13 MAR 09. Decision on selected Course of Action from CFMS Executive Board is delayed until completion of Analysis of Alternatives.
DLA	X		DLA EBS	Milestone B Energy Convergence	Acquisition	MS-B	03/30/09	10/30/09	NA	Slipped	MS B has been adjusted to align with the Systems Integrator contract award
DLA	X		DLA EBS	EBS FFMIA Compliance	Compliance	FFMIA	03/31/09		12/01/08	Met	
DLA	X		DLA EBS	EBS SFIS Compliance	Compliance	SFIS	03/31/09		03/31/09	Met	
DLA	X		DLA EBS	FOC: Enterprise Operational Accounting System (EOAS)	Acquisition	FOC	07/31/09	10/01/09	NA	Slipped	The last business area, Equipment Management Services (EMS) for Document Automation and Production Service (DAPS), becomes operationally functional on 1 Oct 09 which coincides with fiscal year start and subsequently contracts for EMS (support for copiers, printers, etc.).
DLA	X		DSS	DSS SFIS Compliance	Compliance	SFIS	12/31/08	03/31/12	NA	Slipped	DSS SFIS Compliance date has been moved to MAR 2012 due to the fact that further action is required by BTA regarding third party payment systems. BEA 5.0 SFIS Compliance Checklist was approved by BTA 21 JAN 09
DLA		X	IDE	IGC Spiral 1 Interfaces	Interim		06/30/09		NA	Deleted	DLA no longer tracks the implementation date of low-level projects. Rather, DLA uses an Evolutionary (i.e., Incremental) Acquisition Strategy to track delivered capability

Materiel Supply and Service Management

Component	System	Initiative	Acronym	Milestone (MS) Name	MS Category	MS Type	Original MS Date	Updated MS Date	MET MS Date	Status	Explanations
DLA		X	IDE	Classified Environment	Interim		07/30/09		NA	Deleted	DLA no longer tracks the implementation date of low-level projects. Rather, DLA uses an Evolutionary (i.e., Incremental) Acquisition Strategy to track delivered capability.
DLA		X	IDE	Optimized EBS and AV Interfaces	Interim		09/30/09		NA	Deleted	DLA no longer tracks the implementation date of low-level projects. Rather, DLA uses an Evolutionary (i.e., Incremental) Acquisition Strategy to track delivered capability
DLA		X	IDE	BRAC DLR EProcurement Interfaces	Interim		09/30/09		NA	Deleted	DLA no longer tracks the implementation date of low-level projects. Rather, DLA uses an Evolutionary (i.e., Incremental) Acquisition Strategy to track delivered capability
DLA		X	IDE	Data Discoverable to NCES	Interim		09/30/09	06/30/10	NA	Slipped	The original date to provide an automated capability to publish DLA data to NCES was overly optimistic. This capability is now scheduled and budgeted as part of IDE Increment-3.
DON	X		GCSS-MC	GCSS-MC SFIS Compliance	Compliance	SFIS	09/30/09		09/30/09	Met	
DON	X		GCSS-MC	GCSS-MC FFMIA Compliance	Compliance	FFMIA	09/30/09		09/30/09	Met	
DON	X		GCSS-MC	GCSS-MC Target Accounting System Interface	Compliance	TASI	09/30/09		09/30/09	Met	
DON	X		JEDMICS	Baseline 3.9 Test Completion & Release	Interim		12/31/08		01/30/09	Met	
DON	X		Navy ERP	Release 1.0, Financial and Acquisition, Deployments: NAVAIR 1 Oct 07; NAVSUP 1 Oct 08; SPAWAR 1 Oct 09	Interim		10/01/08		10/01/08	Met	
DON	X		Navy ERP	Test Readiness Review	Interim		02/27/09		02/05/09	Met	

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Materiel Supply and Service Management

Component	System	Initiative	Acronym	Milestone (MS) Name	MS Category	MS Type	Original MS Date	Updated MS Date	MET MS Date	Status	Explanations
DON	X		One Supply	Release Single Sign On	Interim		01/30/09		01/30/09	Met	
DON	X		One Supply	Software Development	Interim		03/30/09		03/30/09	Met	
DON	X		One Supply	Web Services Testing	Interim		03/30/09		03/30/09	Met	
DON	X		One Supply	Release of Initial Web Services	Interim		04/30/09		07/31/09	Met	.
USAF	X		ECSS	Acquisition Decision 2 (MS B)	Acquisition	MS-B	10/23/08	NA	NA	Deleted	To reduce total program risk and increase overall confidence of successful delivery, Air Force senior leadership has re-phased the ECSS program to include smaller initial increments and associated pilots, as well as one additional increment.
USAF	X		ECSS	ECSS Blueprinting, first priority modules	Interim		10/31/08		10/31/08	Met	
USAF	X		ECSS	Release 1 Developmental Testing Begins for ECSS	Interim		03/02/09	NA	NA	Deleted	To reduce total program risk and increase overall confidence of successful delivery, Air Force senior leadership has re-phased the ECSS program to include smaller initial increments and associated pilots, as well as one additional increment.
USAF	X		ECSS	Acquisition Decision 4 (MS C) replaced by: Release 1: Milestone B	Acquisition	MS-B	04/12/09	05/31/10	NA	Slipped	Replaced ADM 4 (MS C) with Milestone B. Baseline finish date moved from 15 Jun 09 to 31 May 10. AF Senior Leadership requested an ECSS "Re-Plan" in order to decrease overall program risk. 12 Jun 09 CSAF Decision Brief Results: 1) ECSS was authorized to accomplish Increment 1, 2) Increment 1 Milestone B will occur May 2010, 3). Further milestones are subject to CSAF approval.
USAF	X		ECSS	Acquisition Decision 3	Interim		09/25/09	NA	NA	Deleted	To reduce total program risk and increase overall confidence of successful delivery, Air Force senior leadership has re-phased the ECSS program to include smaller initial increments and associated pilots, as well as one additional increment.

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Component	System	Initiative	Acronym	Milestone (MS) Name	MS Category	MS Type	Original MS Date	Updated MS Date	MET MS Date	Status	Explanations
USAF		X	FM SDM	FST: Stand-up Contact Center	Interim		10/01/08	05/31/10	NA	Slipped	Slip from 8/30/09 due to the system failure of Enterprise Information Management that delayed migration of work from the Air Force bases to the Air Force Financial Services Center (AFFSC).
USAF		X	FM SDM	Combat Comptroller contingency Organization FOC	Acquisition	FOC	09/30/09	NA	NA	Deleted	This milestone was previously completed as part of to USAF FM transformation in FY07
USAF	X		REMIS	REMIS Target Accounting System Interface	Compliance	TASI	10/31/08	NA	NA	Deleted	A legacy system that was not part of the To-Be environment and would never be native SFIS. System will use a translator, have a sunset date, and target system that will subsume its functionality
USTRANSCOM	X		AT21	Business Case Analysis (BCA)	Interim		01/30/09		01/30/09	Met	
USTRANSCOM		X	BTS	Implement deployable, expeditionary theater distri-bution capability (PDKs)	Interim		12/31/08		12/31/08	Met	
USTRANSCOM		X	COP D2	Spiral 2, Single Sign-on for NIPRNET	Interim		09/30/09	01/30/10	NA	Slipped	Required interfaces to external systems that require more time than originally scheduled.
USTRANSCOM		X	COP D2	COP D2 Web Service Provisioning/Portlet	Interim		09/30/09	01/30/10	NA	Slipped	Based on Global Combat Support System-Joint, completion of this milestone requires rescheduling.
USTRANSCOM	X		CPA	FOC (Increment 1) - Field & operation of Automated Customs Processing in 2 countries	Acquisition	FOC	11/28/08		09/30/09	Met	
USTRANSCOM	X		DPS	DPS rollout to 18 sites	Acquisition		11/30/08		11/19/08	Met	
USTRANSCOM		X	DTCI	First Service Site Activa-tions (Navy)	Interim		10/14/08		10/14/08	Met	
USTRANSCOM		X	DTCI	Complete First Service Site Activation at each of the Services	Interim		06/01/09		06/01/09	Met	
USTRANSCOM		X	DTCI	Phase I completion of DLA / DDC sites - Capability provided to 18 DLA depots	Interim		08/10/09		08/10/09	Met	

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Materiel Supply and Service Management											
Component	**System**	**Initiative**	**Acronym**	**Milestone (MS) Name**	**MS Category**	**MS Type**	**Original MS Date**	**Updated MS Date**	**MET MS Date**	**Status**	**Explanations**
USTRANSCOM		X	DTCI	Implementation of Large SIPR distribution - 1/3 of DLA freight moved will be optimized	Interim		08/30/09		08/30/09	Met	
USTRANSCOM	X		FBO	Initiate Component transition to streamlined hierarchy	Interim		03/31/09		03/31/09	Met	
USTRANSCOM		X	FC	Complete Phase I of Fusion Center Organizational Effectiveness Plan	Interim		10/31/08		10/31/08	Met	
USTRANSCOM	X		IGC	IGC Spiral 1	Interim		05/30/09		06/30/09	Met	
USTRANSCOM		X	TDM	Initiate Fielding of TC-AIMS II	Interim		12/31/08		10/01/08	Met	
USTRANSCOM		X	PMA	Integration of WPS into GATES Initial Operational Capability (IOC)	Acquisition	IOC	10/31/08		11/17/08	Met	

Real Property Installations Lifecycle Management

Real Property Installations Lifecycle Management											
Component	**System**	**Initiative**	**Acronym**	**Milestone (MS) Name**	**MS Category**	**MS Type**	**Original MS Date**	**Updated MS Date**	**MET MS Date**	**Status**	**Explanations**
BTA		X	RFID	Publish DFARS clause requiring suppliers to apply passive RFID tags to shipments of all appropriate commodities to all locations to be instrumented	Interim		12/31/08	12/31/09	NA	Slipped	Draft DFARS clause has been finalized, ready to begin the coordination process; however, the OSD Acquisitions Office recently experienced some personnel turnover, thus causing delay. The new point of contact at the OSD Acquisitions Office will be on-board by 10/20/09, and we will move forward thereafter.

Real Property Installations Lifecycle Management

Component	System	Initiative	Acronym	Milestone (MS) Name	MS Category	MS Type	Original MS Date	Updated MS Date	MET MS Date	Status	Explanations
BTA		X	EL	Complete development of Department-wide EL reconciliation process and standards at the land parcel level	Interim		10/01/08		10/01/08	Met	
BTA		X	EL	DERP sustainable business processes - Air Force	Interim		10/01/08		10/01/08	Met	
BTA		X	EL	Submit Revised EL Implementation Plans to OSD	Interim		10/31/08		11/17/08	Met	
BTA		X	EL	Complete and deliver EL Implementation Guide	Interim		12/31/08	12/31/20	NA	Slipped	Issuance of the guide is being delayed to incorporate the results of BTA's initiative to design EL requirements in an ERP environment
BTA		X	EL	Integrate approved EL Implementation Plans with FIAR key milestone plans	Interim		03/31/09	NA	NA	Deleted	Alignment of plans achieved through alternate means
BTA		X	EL	DERP system modernization - Air Force	Interim		09/30/09	12/31/20	NA	Slipped	Enterprise Approach Needed
DLA	X		HMIRS	Establish HMIRS - MDC interface requirements for discrete MSDS data	Interim		12/31/08		12/31/08	Met	
BTA		X	HMPC&IMR	Complete 2 MDC Component system interfaces	Interim		03/31/09		03/31/09	Met	
BTA		X	HMPC&IMR	Hazmat Interim MDC MSDS initial operational capability	Interim		09/30/09		09/30/09	Met	
USD (AT&L)	X		RPAD	RPAD System full operational capability (FOC)	Acquisition	FOC	09/30/09	09/30/11	NA	Slipped	Technology to be fully net-centric has not yet been made available.
BTA	X		RPAR	Issue final Unified Facilities Criteria (UFC) 1-300-08	Interim		03/31/09		03/31/09	Met	
BTA	X		RPAR	Incorporate sustainable RPAR business processes - Army	Interim		09/30/09	09/30/10	NA	Slipped	Enterprise approach needed

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Real Property Installations Lifecycle Management

Component	System	Initiative	Acronym	Milestone (MS) Name	MS Category	MS Type	Original MS Date	Updated MS Date	MET MS Date	Status	Explanations
BTA	X		RPAR	Incorporate and populate RPAR data elements in authoritative systems - Army	Interim		09/30/09	09/30/10	NA	Slipped	Enterprise approach needed
BTA		X	RPCIPR	Implement sustainable CIP business processes - Navy	Interim		09/30/09	09/30/10	NA	Slipped	Enterprise approach needed
BTA		X	RPCIPR	Incorporate and populate CIP data elements in authoritative systems - Navy	Interim		09/30/09	09/30/10	NA	Slipped	Enterprise approach needed
BTA		X	RPIR	Incorporate and populate RPIR data elements in authoritative systems - Navy	Interim		09/30/09		09/30/09	Met	
BTA		X	RPIR	Incorporate and populate RPIR data elements in authoritative systems - Air Force	Interim		09/30/09		09/30/09	Met	
BTA		X	RPIR	Incorporate and populate RPIR data elements in authoritative systems - Army	Interim		09/30/09		09/30/09	Met	
BTA		X	RPIR	Complete RPIR Implementation	Interim		09/30/09		09/30/09	Met	
USD (AT&L)	X		RPUIR	Establish Site Transfer Web Service	Interim		01/31/09		01/31/09	Met	
USD (AT&L)	X		RPUIR	Incorporate leased assets	Interim		03/30/09		09/30/09	Met	
Army	X		AM	Establish Web Services	Interim		03/31/09		03/31/09	Met	
Army	X		AM	Establish replication services	Interim		03/31/09	09/30/10	NA	Slipped	Direct database replication services were established for 2 garrisons. Due to the complexity and Information Assurance concerns regarding opening firewall ports, we are in the process of implementing a web services based data replication service.

Real Property Installations Lifecycle Management											
Component	System	Initiative	Acronym	Milestone (MS) Name	MS Category	MS Type	Original MS Date	Updated MS Date	MET MS Date	Status	Explanations
Army	X		AM	Integrate Computer Aided Drawing (CAD) and Geospatial Information Systems	Interim		09/30/09	09/30/10	NA	Slipped	Integration of GIS and CAD capabilities with Army Mapper have been met but not fully deployed. Further performance testing is required before final acceptance.
Army	X		AM	Establish real property master planning support	Interim		09/30/09	09/30/10	NA	Slipped	Direct database replication services were established for 2 garrisons; due to the complexity and Information Assurance concerns regarding opening firewall ports, we are in the process of implementing a web services based data replication service.
USAF	X		EESOH	Clean-up Module Modernization/Environmental Liabilities	Interim		09/30/09	05/31/10	NA	Slipped	Slippage caused by awaiting NDAA certification in order to execute 3600 funds. Planning to present updated plan to IRB in Fall 2009.

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Financial Management											
Component	System	Initiative	Acronym	Milestone (MS) Name	MS Category	MS Type	Original MS Date	Updated MS Date	Met MS Date	Status	Explanations
BTA	X		BEIS	Cash Accountability for GFEBS Implementation	Interim		10/31/08		10/31/08	Met	
BTA	X		BEIS	Cash Accountability for Financial Reporting in Support of DAI Implementation for BTA	Interim		10/31/08		10/31/08	Met	
BTA	X		BEIS	Milestone C	Acquisition	MS-C	11/30/08		05/08/09	Met	
BTA	X		BEIS	BEIS FFMIA Compliance	Compliance	FFMIA	04/30/09		04/30/09	Met	
BTA	X		BEIS	Full Deployment Decision	Interim		04/30/09		05/08/09	Met	
BTA	X		BEIS	FOC	Acquisition	FOC	09/30/09	NA	NA	Deleted	This milestone was improperly labeled and should have been Milestone C/FDDR not FOC. However, FOC dates for the 3 systems comprising BEIS (Enterprise BI, DDRS, and DCAS) have been previously provided for 31 March 2011.
BTA	X		DAI	BTA Pilot Go-Live	Interim		10/01/08		10/01/08	Met	
BTA	X		DAI	Milestone B	Acquisition	MS-B	10/31/08		09/30/09	Met	
BTA	X		DAI	Production Baseline	Interim		01/30/09	01/30/10	NA	Slipped	Production Baseline slipped due to the need to complete the Global Model and make adjustments to meet Agency preferences for deployment
BTA		X	EFD	Release 1 - Milestone C	Acquisition	MS-C	06/30/09	09/30/10	NA	Slipped	Prior to contract award, EFD had a notional MS C. The updated date is based on the revised acquisition strategy post award.
BTA		X	EFD	Release 1 - IOC	Acquisition	IOC	09/30/09	09/30/10	NA	Slipped	Prior to contract award, EFD had a notional MS C. The updated date is based on the revised acquisition strategy post award.
BTA		X	IGT/IVAN	Deploy Limited Production Capability	Interim		12/31/08		12/31/08	Met	
BTA		X	IGT/IVAN	IOC	Acquisition	IOC	06/30/09		09/30/09	Met	

Financial Management											
Component	System	Initiative	Acronym	Milestone (MS) Name	MS Category	MS Type	Original MS Date	Updated MS Date	Met MS Date	Status	Explanations
BTA		X	SFIS	Milestone 2 - Integrated Lines of Business into SFIS	Interim		01/30/09	12/31/09	NA	Slipped	Based on the Sept 08 DOD Dir 7045 20 Capability Portfolio Management, the SFIS governance board must determine if the Capability Portfolios can be used as Lines of Business. Update as of 6/22/09 - awaiting guidance from the Office of the Director of Program Analysis and Evaluation.
Army	X		GFEBS	GFEBS SFIS Compliance	Compliance	SFIS	11/28/08		11/28/08	Met	
Army	X		GFEBS	Complete Release 1.2 Operational Assessment	Interim		12/31/08		12/31/08	Met	
Army	X		GFEBS	Milestone C	Acquisition	MS-C	04/30/09		04/30/09	Met	
Army	X		GFEBS	IOT&E	Interim		05/30/09		08/07/09	Met	
Army	X		GFEBS	IOC	Acquisition	IOC	09/30/09	12/30/09	NA	Slipped	In Aug GFEBS reported that IOT&E moved from May to July 2009 and was actually met mid-Aug; final results pending from ATEC; EA documents required for FDDR are being finalized by PA&E and PEO; this resulted in FDDR to be delayed with IOC
Army	X		PPB BOS	Capability Package 7: PPB BOS Briefing Generation	Interim		10/30/08		05/15/09	Met	
Army	X		PPB BOS	Capability Package 11: PPB BOS BIDW -FOC	Acquisition	FOC	12/30/08		12/30/08	Met	
Army	X		PPB BOS	Capability Package 8: Baseline PPB BOS Architecture	Interim		12/31/08		12/31/08	Met	
Army	X		PPB BOS	Capability Package 3: PPB BOS Role Based Access	Interim		02/27/09		05/01/09	Met	
Army	X		PPB BOS	Capability Package 4: PPB BOS GFEBS and External Automation	Interim		04/30/09		04/30/09	Met	
Army	X		PPB BOS	Capability Package 5: PPB BOS Portal	Interim		05/29/09		05/29/09	Met	

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Component	System	Initiative	Acronym	Milestone (MS) Name	MS Category	MS Type	Original MS Date	Updated MS Date	Met MS Date	Status	Explanations
USAF	X		NAF	Phase 1 Financial FOC	Acquisition	FOC	05/01/09	02/26/10	NA	Slipped	The Shared Service Center did not have effective, E2E, repeatable processes in place to deliver quality customer service and products. The Agency halted deployments in Aug08 and initiated a project plan to identify/task the actions needed to correct course and posture the SSC to successfully resume deployments.
USAF	X		NAF-T	NAF-T FFMIA Compliance	Compliance	FFMIA	09/30/09		09/30/09	Met	
USAF	X		DEAMS	Milestone A replaced by: Acquisition Milestone Decision	Acquisition	MS-A	12/31/08		09/15/09	Met	
USAF	X		DEAMS	Phase 2 Enterprise Business Solutions (Golf/ FMP) IOC	Acquisition	IOC	02/26/09	12/31/09	NA	Slipped	Added to KMP on 2 Jun 09 - Phase 2 Enterprise Business Solutions (Golf/FMP) Initial Operating Capability (IOC) milestone slipped from Sept 2007 to Dec 2009 due to late finalization of the Request for Proposal (RFP)
USAF	X		DEAMS	Spiral 2 System Availability - All core accounting functionality provided by the Oracle COTS solution (acc pay, acc rec, fin reporting, etc.) deployed to Scott AFB	Interim		08/29/09	11/18/09	NA	Slipped	"Go Live" moved from Aug 09 to Nov 09 due to interface/ data issues, delayed test script development/ execution, and system integrator not planning/ staffing for the complexity of development/ testing effort.
DFAS		X	DFAS BTS	BAM Implementation	Interim		11/14/08		12/31/08	Met	
DFAS		X	DFAS BTS	Automate GWOT CoW information delivery for the Services	Interim		12/31/08		12/31/08	Met	
DFAS		X	DFAS BTS	ERM Implementation	Interim		12/31/08		12/31/08	Met	
DFAS		X	DFAS BTS	Complete ERM process mapping for all key processes	Interim		12/31/08		12/31/08	Met	

Financial Management											
Component	System	Initiative	Acronym	Milestone (MS) Name	MS Category	MS Type	Original MS Date	Updated MS Date	Met MS Date	Status	Explanations
DFAS		X	DFAS BTS	Incorporate Treasury SVC and ITS.gov in DDS release 4.0	Interim		01/30/09		01/30/09	Met	
DFAS		X	DFAS BTS	Realign Arlington, VA in accordance with BRAC plan	Interim		03/31/09		01/09/09	Met	
DFAS		X	DFAS BTS	Complete review of the Military Pay Compensa-tion system to simplify pay	Interim		03/31/09	09/30/11	NA	Slipped	Date slipped due to DIMHRS de-ployment change to the Army which is not expected this CY. There continues to be competing projects and priorities that delays progress on this issue
DFAS		X	DFAS BTS	Complete Fit/Gap analysis and determine course of action for DRAS	Interim		06/30/09	NA	NA	Deleted	The DRAS Modernization Initiative has been put "on hold" until after the Retired and Annuitant Pay Transition has been completed. The Transition involves in-sourcing 600 jobs back to the government. ECD for Transition is February 1, 2010. The earliest DFAS could look at the Modernization Initiative would be June/July 2010. At that time, the entire project would need to be reviewed with possibly a different resolution.
DFAS		X	DFAS BTS	Automate GWOT CoW information delivery for the Defense Agencies	Interim		09/30/09		09/30/09	Met	
DFAS		X	EC/EDI	Modify IAPS to provide Powertrack functionality	Interim		11/28/08		11/28/08	Met	
DFAS		X	EC/EDI	WAWF - Implement release 4.1	Interim		03/31/09		03/20/09	Met	
DFAS		X	SDI (ADS)	Support implementation of GFEBS release 1.2	Interim		10/01/08		10/01/08	Met	
DFAS		X	SDI (ADS)	Support implementation of DAI (BTA)	Interim		10/01/08		10/01/08	Met	
DFAS		X	SDI (ADS)	Implement SDI through GFEBS at Ft. Jackson	Interim		10/01/08		10/01/08	Met	
DFAS		X	SDI (ADS)	Establish plans and milestones for retirement of SDI at Columbus and Indianapolis	Interim		10/15/08		10/15/08	Met	

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Component	System	**Initiative**	Acronym	Milestone (MS) Name	MS Category	MS Type	Original MS Date	Updated MS Date	Met MS Date	Status	Explanations
DFAS		X	SDI (ADS)	Support DIMHRS (Army) Pilot	Interim		12/01/08		12/01/08	Met	
DFAS		X	SDI (ADS)	Support development and interface testing of DAI (MDA)	Interim		02/28/09	NA	NA	Deleted	MDA was removed from the DAI project schedule around June 15th; DAI has not announced when MDA has rescheduled their implementation; DAI has not provided an explanation to cause of cancellation
DFAS		X	SDI (ADS)	Implement SDI through DIMHRS for Army	Interim		03/01/09	NA	NA	Deleted	Due to schedule changes in DIMHRS
DFAS		X	SDI (ADS)	Support development and interface testing of GFEBS release 1.3	Interim		03/31/09		03/09/09	Met	
DFAS		X	SDI (ADS)	Support DAI (MDA) Implementation	Interim		04/30/09	10/30/09	NA	Slipped	Slipped in Mar09 due to schedule changes in DAI
DFAS		X	SDI (ADS)	Release 1.1, Wholesale and Retail Supply, Deployment: NAVICP February 2010	Interim		07/01/09	NA	NA	Deleted	The supporting of development and interface testing milestone for SDI (ADS) should be deleted. An email from DFAS Navy ERP clarified that NAVICP 1.0 was part of the NAVSUP 1.0 Release in FY09 and NAVICP R1.1 would use the same file structure as the R1.0 for each command. As a result, the need to conduct any additional testing (to include regression) with ADS is no longer required.
DLA	X		FDW	FDW Target Accounting System Interface	Compliance	TASI	10/31/08	NA	NA	Deleted	Deleted per memorandum signed by DLA Comptroller on 17 Sep 2008 requesting removal of FDW compliance requirements. FDW is a legacy system and its capabilities will be incorporated into DLA EBS
DLA	X		FDW	FDW SFIS Compliance	Compliance	SFIS	12/31/08	NA	NA	Deleted	Deleted per memorandum signed by DLA Comptroller on 17 Sep 2008 requesting removal of FDW compliance requirements. FDW is a legacy system and its capabilities will be incorporated into DLA EBS

Financial Management

Component	System	Initiative	Acronym	Milestone (MS) Name	MS Category	MS Type	Original MS Date	Updated MS Date	Met MS Date	Status	Explanations
DLA	X		FDW	FDW FFMIA Compliance	Compliance	FFMIA	12/31/08	NA	NA	Deleted	Deleted per memorandum signed by DLA Comptroller on 17 Sep 2008 requesting removal of FDW compliance requirements. FDW is a legacy system and its capabilities will be incorporated into DLA EBS
DON	X		MSC	MSC-FMS SFIS Compliance	Compliance	SFIS	05/31/09	09/30/10	NA	Slipped	The development team was provided with release 5.0 of the SFIS requirements and designed and built a demonstration environment for review based upon those requirements. The validation review disclosed new 6.0 checklist requirements were available and should be incorporated into the design and next validation session. This will require rework of the original design, plus incorporates more stringent reporting requirements as part of the solution.
DON	X		Navy Cash™	100% Legacy Systems Replaced (ATMS-At Sea)	Interim		03/31/09	06/30/10	NA	Slipped	Ship operations schedule changes have caused 100% retirement of ATMs-at-Sea equipment to slip. Equipment remains on 1 MSC and 4 USN ships. USN ships will have their equipment removed Aug 09; Guam MSC ship will have equipment removed Jun 2010
DON	X		Navy Cash™	Install 19 Platforms FY09	Interim		09/30/09		09/30/09	Met	

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