

FY 07
Army Logistics Domain
Strategic
Information Technology Plan

21 Aug 2006

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Message from the Headquarters Department of the Army Deputy Chief of Staff G-4

The February 2006 Army Posture Statement describes the huge contributions and sacrifices our Soldiers are making while serving at the forefront of a long struggle of continuous, evolving conflict. Their presence has enabled historic elections in Afghanistan and Iraq, setting the conditions for democratic institutions to take hold. Our Soldiers are also preventing attacks on our Nation, responding to natural disasters at home and abroad, and sustaining the full range of America's global commitments.

Army Logisticians play an enormous role in the success of our Army. On a daily basis, our Soldiers, government civilians, and contractors operate our logistics processes from "Factory to Foxhole". No different than commercial industry and in our personal lives, Information Technology (IT) is the major tool that aids us to manage our complex logistics processes. Existing Army logistics IT systems are marginally able to keep up with the enormous challenges that our rapidly changing environment demands. Our challenge is clear – The Army must support the current Force with our current IT structure, while modernizing for the future in order to build a Joint architecture to be shared by the logistics managers and Warfighters. The Army needs to modernize our current IT capabilities and build a robust Logistics Enterprise, which will enable us to optimize support to Soldiers, and better anticipate requirements with the use of accurate and timely data and information that enables us to provide rapid and precise capability to Army, joint, and multinational partners.

As the Logistics Domain Owner, I am responsible for the current logistics IT systems and modernizing for the future. This document -- The Army Logistics Domain Strategic IT Plan -- outlines, at a strategic level, the path forward to accomplish the Army Logistics Domain vision. It represents a single voice and unified direction for the Army logistics community to meet Warfighter IT needs today and for the future.

This Strategic Plan is a first step. The Logistics Domain Implementation Plan is being drafted and will provide implementation details on the critical tasks identified in this Plan. Your participation is critical to meeting the goals of this plan and the needs of our Army. I look forward to your participation and the opportunity of working with you as we move forward in support of our Soldiers.



ANN E. DUNWOODY
Lieutenant General, GS
Deputy Chief of Staff, G-4

Introduction

The core building block of this plan is our vision for a Single Army Logistics Enterprise (SALE) which provides information superiority through real-time visibility of personnel, equipment, and supplies anywhere in the distribution pipeline and within the battlespace. This requires a seamless, integrated, end-to-end network. The result of implementing the SALE is a merger of Warfighter and Business systems into a single, harmonious environment from the manufacturer to the foxhole, which is aligned with Joint requirements.

The Army Logistics Domain mission is to provide critical Logistics IT to enable Current Force combat capability, while transforming Army Logistics IT to support the Future Force. This Strategic Plan reflects this mission focus by outlining two overarching Strategic Initiatives:

- Support today's Logistics Information Technology requirements in support of combatant commanders and joint operations
- Enable Army Transformation, Modularity, and Future Force through Improved Business Practices, Processes, and Technology

Each Strategic Initiative is supported by Subordinate Initiatives, and associated Critical Tasks. This document identifies and defines the Critical Tasks. The follow on Logistics Domain Implementation Plan will address specifically who, how, and when the Critical Tasks will be accomplished.

To ensure this transformation remains on track, a sound governance structure along with Portfolio Management (PfM) plans must be in place to manage these efforts. Achieving a robust, effective, and efficient SALE requires the Logistic Domain to successfully meet a complex, ever-changing number of challenges. This effort requires substantial and predictable funding levels to maintain both current and bridging logistics systems while future Enterprise Resource Planning (ERP) based systems are developed.

The target of the Army Logistics Domain IT Strategic Plan is implementation of an enterprise wide view of information required to support the Warfighter globally, 24/7 that engenders full Warfighter confidence in the logistics process and improves logistics readiness. The objective for the Army logistics system, now and in the future, is to meet Warfighter needs and gain customer confidence by providing the right product, delivered to the right place, in the right condition and packaging, in the right quantity, at the right cost, to the right customer, and at the right time—EVERY TIME

Logistics Enterprise Transition Strategy

Army logistics will transition from numerous independent IT systems to an integrated End-to-End (E2E) web-based environment. This strategy requires a comprehensive view of all IT logistics systems and applications, while centralizing existing and future requirements across the Logistics Domain.

Current Systems Support

The Logistics Domain will continue to sustain critical current systems that directly support Warfighters. Current IT systems will be identified and communicated as either permanent or migrating investments as functionalities are systematically absorbed, replaced, or remain consistent with the Army Logistics Vision. In addition, current IT systems may require immediate investments to satisfy Total Army Force restructuring in support of Army Force Generation (ARFORGEN).

Bridge to Future capability

The Army must bridge current IT systems now to meet immediate and near term critical Warfighting capabilities (i.e. property accountability, asset visibility). Bridging those current IT systems will also give the Army an opportunity to consolidate/retire systems while furthering the foundation of the SALE. Due to Planning, Programming, Budgeting and Execution (PPBE) and program oversight reviews, logistics transition limits bridging IT business system modernization. Bridging systems enhancements will be controlled via logistics governance processes, well documented for audits, scrutinized in budgets, and tracked for performance. Bridging systems can not significantly expand the scope or burden the current Army Logistics systems targeted in the Logistics Strategic and Capital Investment Plans. They must provide a substantial near term benefit in support of current operations (tactical or national) and establish a migration plan for movement under the SALE.

Move Deliberately to Future

The Logistics Enterprise must deliver standard E2E capabilities, assure minimal interfaces and data reconciliation, and provide commanders access to authoritative data. These are long term investments that will satisfy Joint strategic objectives and meet Department of Defense (DoD) Enterprise Transition compliance standards and be in compliance with the Business Enterprise Architecture (BEA). Technical implementation requires web-based Graphical User Interfaces (GUIs) and robust IT processes that provide compatibility with commercial and Service partners and their practices. IT will leverage and not duplicate DoDs Global Information Grid (GIG) technical infrastructure security and services. Performance will be improved by streamlined processing, incorporating near real-time transaction processing with marked reduction of servers, and a secure single sign on capability using a Common Access Card (CAC).

The Army Logistics convergence plan rests on three process principals:

- Leverage other Army or DoD efforts where practical.
- Restructure and reorganize Army Logistics IT costs, budget development, and management controls.

Leverage enterprise solutions that deliver multiple functions within optimized production and materiel management processes that provide Warfighters a common operating view of logistics operations.

Leverage other Army/Office of the Secretary of Defense (OSD) efforts

Army Logistics operations are closely tied to Defense Logistics Agency (DLA) and United States Transportation Command (USTRANSCOM) activities for successful execution. Base Realignment and Closure Act (BRAC) necessitates scrutiny of current and planned Army Logistic systems to ensure they align to broad DLA responsibilities for Class IX (repair parts) procurement and central management. Functionalities that best belong within a joint system will not be resourced or developed within Army systems. Integration and alignment of the SALE to other architectures to achieve those efficiencies is the desired end state.

Supply chain management responsibilities associated with distribution activities likewise must shift away from practices that builds duplicative capabilities. This ensures successful integration of DoD efforts while facilitating budget burden shifts away from internal Army Program Evaluation Group (PEG) and Equipping funding lines to Army and DoD Principal Staff Assistant budgeting of externally mandated or program managed missions.

Employ Centralized Enterprise IT Solutions

Within the next two years, all logistics systems will be reviewed prior to Program Objective Memorandum (POM) FY10-13 inputs. Reviews will focus on redundancies of embedded capabilities offered by existing or planned Enterprise solution suites delivered by SAP™ -- regardless of ownership.

Army Logistic policy will be rewritten as needed within the current and budget years to reflect imperatives for changes. These policies will be coordinated with stakeholders before release to ensure that the Capital Investment enablers execute authoritatively.

Logistics IT Domain Strategic Initiatives

Two overarching Strategic Initiatives have been developed outlining a path that supports the achievement of the Army Logistics IT Domain Vision and Mission of enabling a SALE. Each Strategic Initiative is supported by Subordinate Initiatives and associated critical tasks. The Critical Tasks will be detailed in the Logistics Domain Implementation Plan.

Strategic Initiative 1: Support today's Logistics Information Technology requirements in support of combatant commanders and joint operations

The Army is deployed worldwide and engaged in combat operations in support of the Global War on Terrorism (GWOT). Army forces from the National Guard, and Active and Reserve components are performing missions requiring specialized equipment and unique task force organizations. They are operating in locations where access to communications and other infrastructure range from robust to virtually non-existent. All of these factors combine to create a complex and constantly changing support environment that must perform reliably over extended distances and under austere conditions. Logistics information systems play a key enabling role in ensuring the combatant commander's forces are successful. The increasing demand placed on these systems requires that current systems be maintained and improved to provide uninterrupted support while new systems are in development. To be successful, the Army strategy must meet the requirements of the battlefield today, while bridging the gap to future ERP systems now in development.

Subordinate Initiative 1-1: Field Bridging Standard Army Management Information Systems (STAMIS)

Army logisticians at the national and tactical level are supporting a 21st century force with Logistics IT systems designed and fielded in the 1970s, 80s, and early 90's. Among several shortfalls, today's STAMIS lack supply chain integration of functional processes, sufficient visibility/status of logistics operations, and are not compliant with requirements outlined in the Federal Financial Management Improvement Act (FFMIA) and network security requirements such as the DoD Information Technology Security Certification and Accreditation Process (DITSCAP). STAMIS are cumbersome to operate and do not sufficiently automate key processes dictated by the fast pace of tactical operations. To address this situation, a bridging strategy has been developed to enhance current log support operations while allowing the Army time to acquire resources to transition to the modernized, enterprise-wide management capability, described as the SALE.

- Critical Task 1-1-1: Field Property Book Unit Supply – Enhanced (PBUS-E)
- Critical Task 1-1-2: Field Unit Level Logistics System – Aviation (Enhanced) (ULLS-A(E))
- Critical Task 1-1-3: Field Standard Army Maintenance System – Enhanced (SAMS-E)

Subordinate Initiative 1-2: Make Logistics Information Services Accurate, Timely, and Accessible to the Warfighter's Needs

Information systems are not sufficiently accurate, timely, or accessible to Warfighters needs. The Army is improving its strategic communications capability, but further improvements must be made to enable today's Joint Warfighters to track and shift units, equipment, and supplies even while en route, and provide the ability to deliver tailored logistics and sustainment packages directly to the Warfighter. The IT systems will provide a globally interconnected, set of on-demand information capabilities supporting processes for collecting, processing, storing, disseminating, and managing information to Warfighters, policy makers, and support personnel.

- Critical Task 1-2-1: Continue to field Combat Service Support (CSS) Satellite Communications
- Critical Task 1-2-2: Field Battle Command Sustainment Support System (BCS3)
- Critical Task 1-2-3: Field Transportation Coordinator Automated Information for Movement System II (TCAIMS II)
- Critical Task 1-2-4: Consolidate Corps and Theater Automated Data Processing Service Center (CTASC) operations

Subordinate Initiative 1-3: Support and Enable Army Force Generation (ARFORGEN)

The new strategic context of continuous operations renders obsolete the old Army readiness paradigm of "all ready, all the time." Continuous, full-spectrum expeditionary operations are the new reality. To meet this new strategic context, the Army is developing a process of force generation to provide combatant commanders and civil authorities with rapidly deployable, employable, and sustainable force capabilities packages tailored to specific mission requirements. Log automation will support ARFORGEN through real-time corporate data, rapid re-task organization capabilities, and through the implementation of IT systems that are easier to sustain and train.

- Critical Task 1-3-1: Field bridging STAMIS to forces returning from operational deployments (Reset the Force)
- Critical Task 1-3-2: Field STAMIS and other Logistics IT capabilities to the Army Sustainment Command

Strategic Initiative 2: Enable Army Transformation, Modularity, and Future Force through Improved Business Practices, Processes, and Technology

While the primary focus of the Logistics IT Domain remains supporting Army's current operations and the GWOT, the Army must continuously prepare for the future. The Army's logistics IT must be designed to enable "best business practices" that support "best Warfighting practices" while providing the necessary capabilities to logisticians and Warfighters. The Army must develop and share an architecture of logistics assets and requirements across the full spectrum of logistics organizations; from the tactical to the national level, across Active, Reserve, and National Guard components, and outside the Army to include DLA, USTRANSCOM, and other Joint organizations. All of these requirements must be synchronized with the development of bridging STAMIS and developing ERP solutions using Joint common protocols and standards while continuing to meet existing requirements with currently fielded systems.

Subordinate Initiative 2-1: Reduce redundant and/or stovepipe IT investments

The current force projection and sustainment operations are historically linear, centralized, and generally executed sequentially. They are often characterized as being slow, rigid, and cumbersome. Focused on distributing commodities versus providing capabilities, the logistics tail is often too large, too long, and too slow. Stovepipes, gaps and seams between and among Services, multi-agency and multinational partners have yielded a myriad of incompatible force projection and sustainment systems creating barriers to sharing information and support with one another. A transformed logistics capability is needed to provide sustained competitive advantage for the Army, the other Services and Defense Agencies, and its allies in current and future operations.

- Critical Task 2-1-1: Reduce redundant and/or stovepipe IT investments by 80% by end of 2007
- Critical Task 2-1-2: Partner with the Distribution Process Owner (DPO) to identify Joint capability gaps and redundancies
- Critical Task 2-1-3: Improve Logistics Domain IT Governance process

Subordinate Initiative 2-2: Fully Implement the SALE

The SALE is not an acquisition program, but a set of capabilities that will integrate logistics from "factory to foxhole" (small unit level through the Army's National level). When fully implemented, the SALE will provide commanders and logistician's common integrated business processes with a view of the entire Army logistics value chain from the National level through our sustainment base installations to tactical field levels, and enable Net-Centric data sharing across the DoD. The SALE is establishing its foundation on two major projects, each of which will use commercial, web-based ERP software. The two major projects are the Logistics Modernization Program (LMP), and the Global Combat Support System-Army, which consists of GCSS-Army (Field/Tactical (F/T)) and GCSS-Army (Product Lifecycle Management Plus (PLM+)).

- Critical Task 2-2-1: Plan for and continue to field the LMP
- Critical Task 2-2-2: Plan for and field GCSS-Army (F/T) and GCSS-Army (PLM+)

Linking the Strategic Plan to Budget and Performance

This Strategic Plan lays the foundation for formulating the POM and budget by outlining the strategic priorities. The plan identifies the most important issues affecting the Army's ability to achieve strategic SALE goals and then provides proposed solutions necessary to address those issues. This, in turn, highlights the required resources and bracketed performance goals. The President's annual budget request identifies the resources available for FY 06 and FY 07; those proposed funding levels form the baseline for the development of this plan.

Key drivers that support this Strategic Plan were identified and used to develop a synchronized transition path (Figure 1) that relates the components of the SALE in terms of interrelated tasks and synchronized event planning.

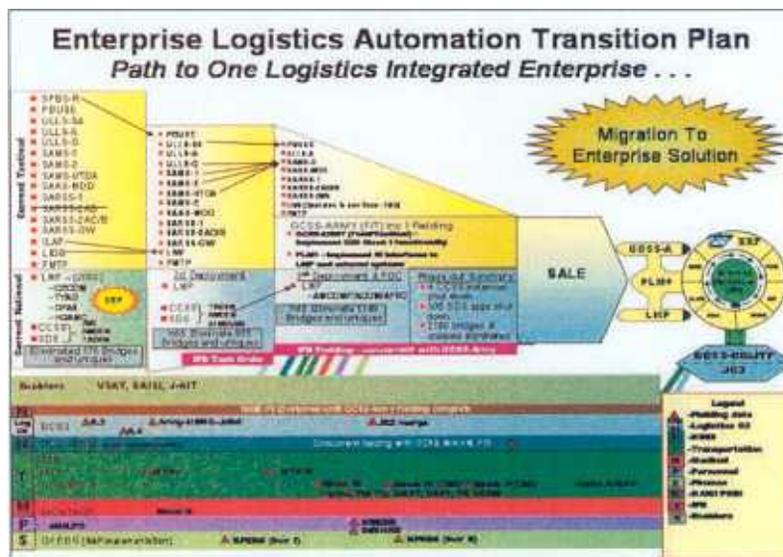


Figure 1: Logistics Enterprise Transition Plan

The underlying tenets in this schedule are:

- Sustain current systems to provide Army Logistics capabilities for Warfighters
- Bridge where necessary
 - Consolidate, integrate, and retire
- Move deliberately to the future state
 - Continue to collapse legacy systems into the SALE system of components
 - Enforce policies and compliance
 - Implement effective change management

Governance

The Army G-4 executes its governance of the logistics domain within the larger Army IT governance structure. Within the Army structure, logistics IT investments fall within either the Business Mission Area led by the Deputy Under Secretary of the Army (DUSA) or the Warfighting Mission Area led by the Army G-3/5/7.

The Army lead for the Logistics Domain within the Business Mission Area is the Assistant Secretary of the Army for Acquisition, Logistics, and Technology (ASA (ALT)), who has further delegated execution to the ASA (ALT) Responsible Official for Sustainment (ROS), which is the Army G-4. The Army lead for the Focused Logistics Domain within the Warfighter Mission Area is also the Army G-4. Figure 3 illustrates these relationships.

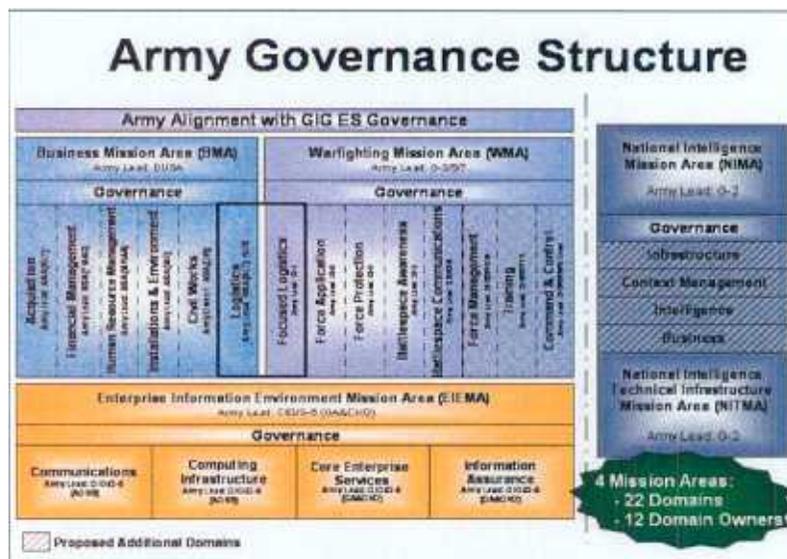


Figure 3: Army Governance Structure

The Logistics Domain has forums and processes in place to keep stakeholders informed and to resolve issues. These governance processes enable cohesive working relationships within established doctrinal and technical areas, enabling rapid consensus-based forward movement. They establish the framework for developing collaborative agreements and working across organizational boundaries and functional areas to achieve Army Logistics Domain solutions.

Several governance forums have been established with key stakeholders to assure the Army meets the initiatives established in this Plan. The governance approach will work the most detailed actions at the lowest level first and provide recommendations up to the most senior executive forums. An illustration of the Domain Governance (Figure 4) and discussion of each element is provided below.

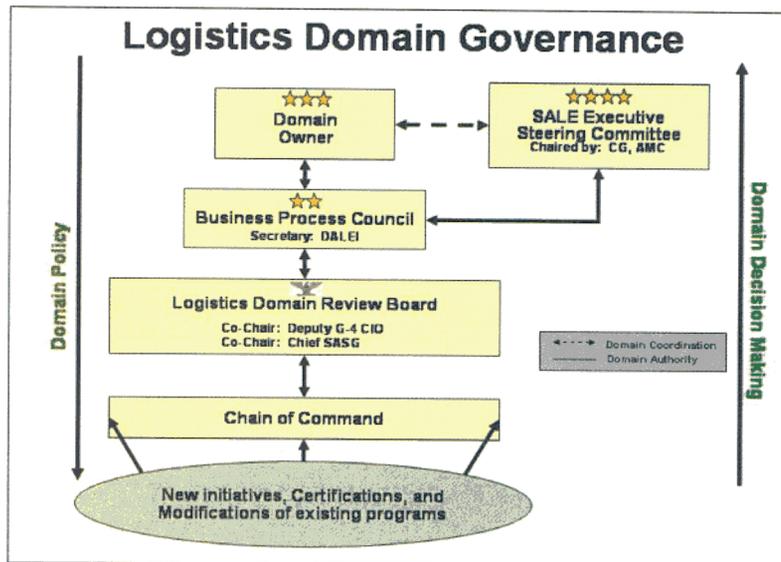


Figure 4: Logistics Domain Governance

Domain Owner: The Deputy Chief of Staff (DCS), G-4, is the final decision authority for all Logistics/ Focused Logistics Domain actions to include Department of the Army (DA) Logistics Transformation strategy, policies, programs, and resources. DCS G-4 approval is required for any domain reporting action to a higher Mission Area owner; Army Chief Information Officer (CIO)/G-6; or any external Army organization.

Executive Steering Committee (ESC): The Commanding General (CG), Army Materiel Command (AMC) chairs the SALE ESC. The ESC provides a venue to ensure functional integration and synchronization of business processes and the Joint interoperability of the Army's logistics enterprise. Meets at the direction of CG, AMC.

Business Process Council (BPC): The BPC is made up of eleven Process Executives (PEs), representing each functional area in the SALE and key stakeholders that support the SALE. The Secretary of the BPC is the Deputy for Army Logistics Enterprise Integration (DALEI). This is a formal forum that reviews, make decisions, and as required, make recommendations on issues affecting the SALE. The BPC will also review all Logistics IT investments recommended by the Logistics Domain Review Board (LDRB) and submit to Domain Owner for final approval.

Logistics Domain Review Board (LDRB): The LDRB is co-chaired by the Deputy CIO G-4, and Chief Strategies, Architectures, and Standards Group (SASG). The LDRB is the PFM funnel through which all Logistics IT investments are initially evaluated. Domain governance action packages (e.g., OSD/BEA Certification/Compliance) will be evaluated for consideration at the next BPC. Additionally the LDRB conducts functional/technical analysis and provides recommendations to the BPC.

New initiatives, Certifications, Annual Reviews, and Modifications of existing programs will be forwarded through their respective chain of command (e.g. Army Commands, Service Component Commands, Direct Reporting Units, or Program Executive Office Enterprise Information Systems (PEO EIS)) for approval and submission to the LDRB.

Factors Affecting Achievement of the Vision

Achieving the SALE requires that the Logistics Domain overcome several challenges. First and foremost, the effort requires substantial and predictable funding levels to maintain current and bridging systems while the Army develops future ERP based systems. To accomplish this, the Army must leverage a PfM plan and develop a clearly articulated budget submission that allows us to successfully compete for scarce resources against other requirements across the Army.

The successful development of core ERP solutions will require certification of compliance against a broad range of OSD and DA requirements. This includes compliance with the BEA, as well as select policies to satisfy provisions such as FFMIA, and DITSCAP. The Army must also ensure that the SALE system components adhere to various interoperability standards to include the Standard Financial Information Structure (SFIS) and Defense Logistics Management System (DLMS). All of this would be difficult enough if requirements were static, but due to the rapid pace of change in the world of information systems, the standards are constantly evolving and processes must adapt accordingly.

The implications of the BRAC decisions must be assessed and supported. Additionally, the Army is in the middle of a dramatic change in Warfighting doctrine, transforming from a Divisional to a Brigade-centric Warfighting structure. This transformation has significant implications for SALE development efforts as it changes how the Army provides logistics support and performs material and maintenance management functions. Further complexity is added as requirements are developed for initiatives such as Unique Identification (UID) and Automatic Identification Technology (AIT). Additionally, fielding and training of IT systems must keep pace with the dynamics of support requirements and Army operational changes. Change management processes must consider alternate and/or evolving methods of delivering IT Fieldings and training.

The Army must ensure that logistics information systems seamlessly inter-operate with associated systems in other Mission/Domain or functional areas such as finance, personnel, medical, transportation, and command/control. Army development efforts must be synchronized and coordinated with other key development efforts such as the General Fund Enterprise Business System (GFEBS), DLA's Business System Modernization (BSM), National Inventory Management Strategy (NIMS), Army Integrated Logistics Architecture (AILA), and the Joint Deployment and Distribution Architecture (JDDA). A critical component to meeting the SALE vision will be successful integration testing with these and other systems and architectures.

Not all of the challenges the Army will face in achieving its vision are internal to the DoD and/or DA. The Program Managers and their supporting contractors are working closely with industry through the Development Request (DRQ) process and other venues to ensure the timely delivery of required technical solutions to meet critical requirements.

There are a number of challenges that must be addressed as the Army works toward full implementation of the SALE vision. These challenges all require significant attention from managers and leaders so that the Army does not lose focus on the final objective of the SALE. SUPPORT THE WARFIGHTER.

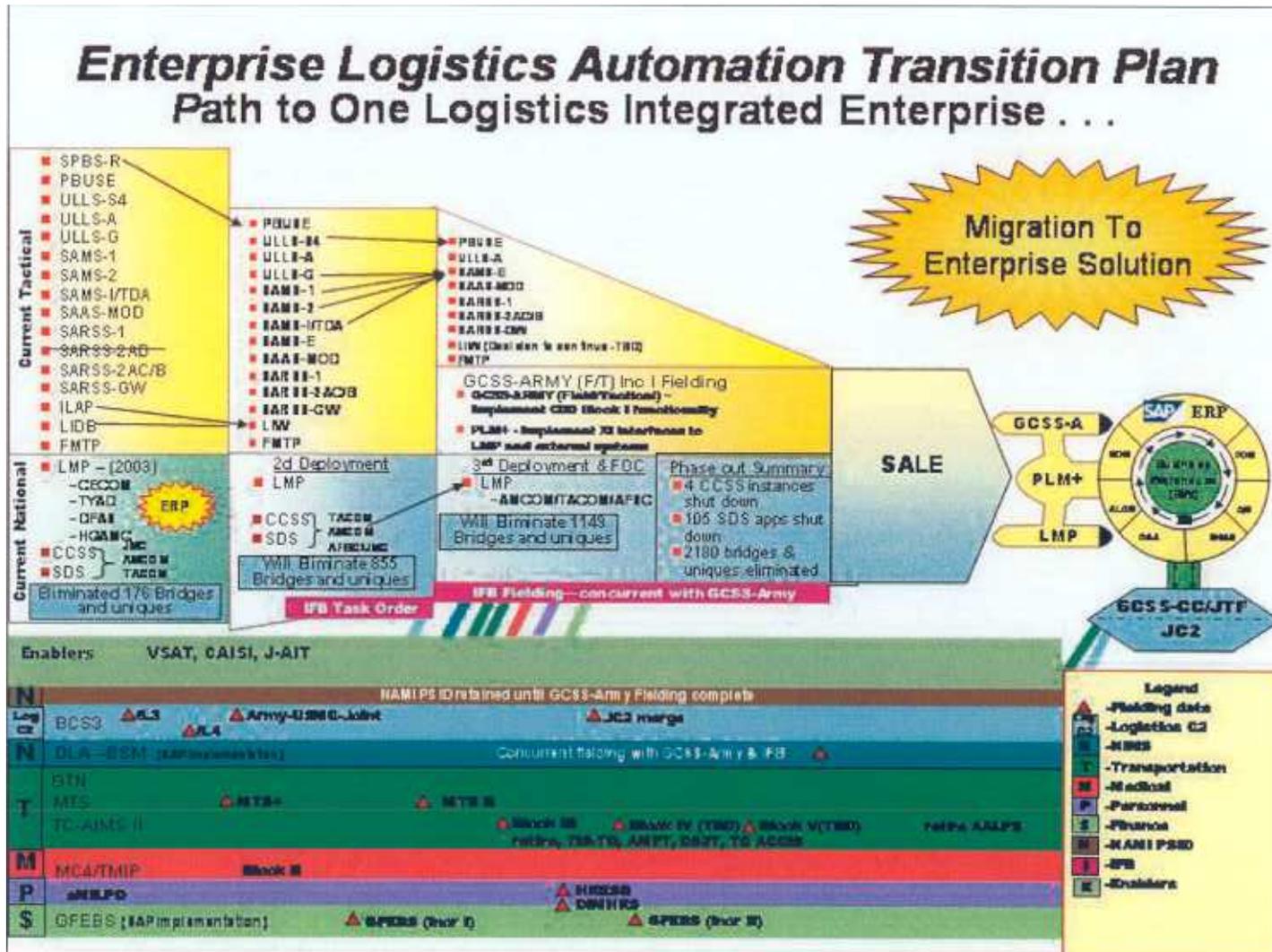
Appendix 1: Acronyms

Army Force Generation	ARFORGEN
Army Integrated Logistics Architecture	AILA
Army Materiel Command	AMC
Army Working Capital Fund	AWCF
Assistant Secretary of the Army for Acquisition, Logistics, and Technology	ASA(ALT)
Automatic Identification Technology	AIT
Base Realignment and Closure Act	BRAC
Battle Command Sustainment Support System	BCS3
Business Enterprise Architecture	BEA
Business Process Council	BPC
Business System Modernization	BSM
Chief Information Officer	CIO
Combat Service Support	CSS
Commanding General	CG
Common Access Card	CAC
Corps and Theater Automated Data Processing Service Center	CTASC
Defense Logistics Agency	DLA
Defense Logistics Management System	DLMS
Department of Defense	DoD
Department of the Army	DA
Deputy Chief of Staff	DCS
Deputy for Army Logistics Enterprise Integration	DALEI
Deputy Under Secretary of the Army	DUSA
Development Request	DRQ
Distribution Process Owner	DPO
DoD Information Technology Security Certification and Accreditation Process	DITSCAP
End-to-End	E2E
Enterprise Resource Planning	ERP
Executive Steering Committee	ESC
Federal Financial Management Improvement Act	FFMIA
General Fund Enterprise Business System	GFEBs
Global Combat Support System - Army (Field/Tactical)	GCSS-Army (F/T)
Global Combat Support System - Army (Product Lifecycle Management Plus)	GCSS-Army (PLM+)
Global Information Grid	GIG
Global War on Terrorism	GWOT
Graphical User Interfaces	GUIs
Information Technology	IT
Joint Deployment and Distribution Architecture	JDDA
Logistics Domain Review Board	LDRB
Logistics Modernization Program	LMP
National Inventory Management Strategy	NIMS
Office of the Secretary of Defense	OSD
Planning, Programming, Budgeting and Execution	PPBE
Portfolio Management	PfM
Process Executives	PE

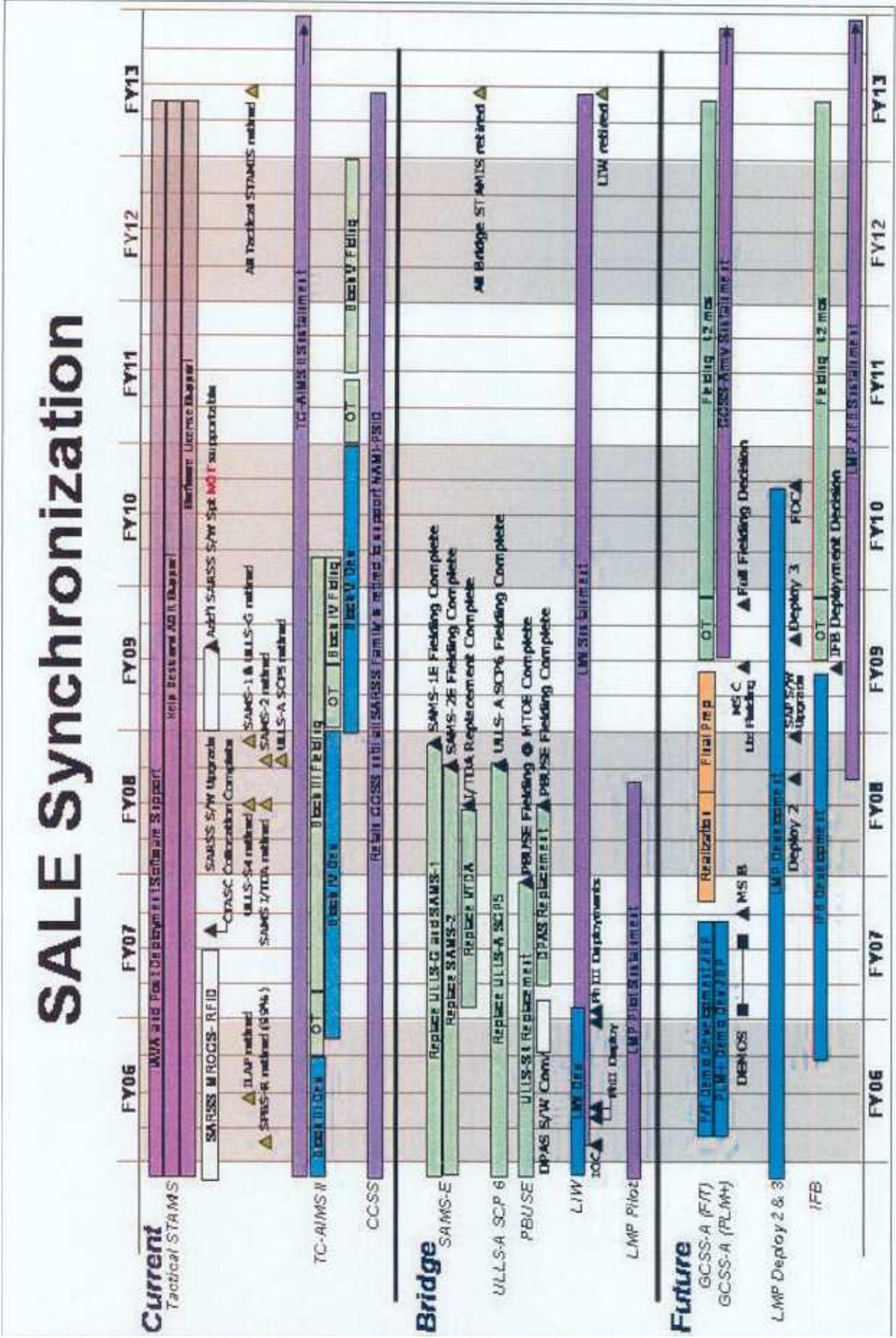
Program Evaluation Group	PEG
Program Executive Office Enterprise Information Systems	PEO EIS
Program Objective Memorandum	POM
Property Book Unit Supply - Enhanced	PBUS-E
Responsible Official for Sustainment	ROS
Single Army Logistics Enterprise	SALE
Standard Army Maintenance System - Enhanced	SAMS-E
Standard Army Management Information System	STAMIS
Standard Financial Information Structure	SFIS
Transportation Coordinators' Automated Information for Movement System II	TCAIMS II
Unique Identification	UID
Unit Level Logistics System - Aviation (Enhanced)	ULLS-A(E)
United States Transportation Command	USTRANSCOM

Appendix 2: Strategic Plan Images

Logistics Enterprise Transition Plan



SALE Synchronization



Army Governance Structure

