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USTRANSCOM
UNITED STATES TRANSPORTATION COMMAND

Surface Force Projection Conference

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15 May 2023

AGENDA

- Welcome!
- Background
- Scope
- Analysis Synopsis
- ERP Challenges and Lessons Learned
- Change Management
- Warfighter Effects
- Stakeholders
- Current State
- "As-Is" Architecture Overview
- Operational Vignettes
- Future State
- Notional Roadmap

Enabling the Joint Deployment Distribution Enterprise to deploy and sustain the force at the Speed of War!

FOUNDATION / ORIGIN OF THE PROBLEM

Background

- **Reform initiative traces to the 1990 congressional directive for all federal agencies to become auditable.**

- **2013/2014: Established Transportation Financial Auditability (TFA) to define the problem and set the foundation for a solution using the Defense Business System Requirements and Acquisition Instruction (DoDI 5000.75).**

- **2015: OSD-LM&R approved the TFA recommendation to close capability gaps with an enterprise-wide, single shipping system approach.**

- **2017/2018: Transition to USTRANSCOM for solutioning**

- **2018-2020: TMS Prototype**

USTRANSCOM Revision, as of Oct 2021

PROBLEM STATEMENT

Defense transportation business processes are managed through numerous disparate IT systems, hindering the ability to adequately record and provide timely reconciliation of transportation and financial management transactions, resulting in long standing financial management deficiencies characterized by:

- Large scale non-standard and manual processes
- Incomplete transactions
- Forced balance adjustments
- Lack of cost transparency for cargo movement
- Inability to validate funds availability
- Reliance on historical costs to inform future budgets

Requirement: DOD needs to adopt standard business processes enabled by an enterprise IT system to automate the linkage between transportation action tasks and transportation business related tasks across the full spectrum of financial activity, from obligations through general ledger accounting.

UNCLASSIFIED

MISSION STATEMENT: Provide the DoD with innovative, integrated transportation and financial management solutions leveraging process improvements and proven technologies supporting national objectives to achieve transportation financial auditability.

JTMS BACKGROUND

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2014 NDAA

Transportation Financial Auditability (TFA) (2014 – 2018)

- Identify the Problem
- Identify Capability Gaps
- Identify Requirements

AUDITABILITY GAPS AND BEST PRACTICES

1) Timely Transaction Posting
2) Key Supporting Docs.
3) Proof of Delivery
4) Regulatory Compliance
5) Reporting
6) Funds Control
7) LOA Validation
8) Invoice Processing
9) Costed Options
10) Rates Management
11) Receivable Processing
12) Single Bill

Analysis to Program Start (2018 – 2022)

- Refine Requirements
- Conduct Risk Reduction Tasks
- Identify Resource Requirements

REQUIREMENTS:
BCAC Addendum
Apr 2021

RISK REDUCTION:
TMS Prototype
Mar 2018 - Feb 2020

RESOURCES:
PBD 800   PBD 700A2
Jan 2021   Apr 2022

Program Start (2022 - Ongoing)

- Initiate the Program
- Coordinate Resources
- Develop Acquisition & Implementation Strategies

INITIATE PROGRAM:
OSD(A&S) JTMS Acquisition
Decision Memorandum
Mar 2022

COORDINATE RESOURCES:
FY2022 Budget
Program Start
May 2022

ACQ & IMPLEMENTATION STRATEGIES
Analysis of Potential Acquisition Pathways
Dec 2022

PBD DIRECTION:

- FY22, "USTRANSCOM to develop a Trans. Mgmt. System (TMS) and operation of the Joint Program Office to oversee TMS"
- FY23, "USTRANSCOM to establish a Joint Program Office and develop a commercial off-the-shelf Transportation Management System to reform the Defense Trans. System"
- FY24, "…continued development of JTMS and operations of the Joint Program Office that oversees JTMS"

ONGOING ACTIONS:

- ~Conducted Solution Analysis in 2021 & 2022; ERP solution approved by Milestone Decision Authority (Pending)
- ~As-Is architecture work w/ JDDE Stakeholders (ongoing)
- ~To-Be Business Process Re-engineering (3Q FY23)
- ~Established Organizational Change Management Engagement Plan for messaging/communications with stakeholders
- ~JTMS implementation contract (RFP: 4Q FY23; Award: 4Q FY24)
- ~Drafted JTMS governance; staffing with OSD

JTMS VISION: A fielded Joint Deployment and Distribution Enterprise solution, which integrates end-to-end transportation and financial processes to achieve auditability, transparency, and optimized resource allocation providing the warfighter a competitive advantage.

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JTMS SCOPE

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- Integrated financial management (C, S, A, OC)
- Commercial line haul for cargo (C, OC)
- Commercial rail for cargo and/or passengers (C, OC)
- Buses for passengers (C, A, OC)
- Commercial air for cargo and/or passengers (C, A, OC)
- Air Mobility Command Organic air for cargo and/passengers (asset based) (C, A, OC)
- Commercial Ocean Vessels for Cargo (S)
- Commercial multi-modal operations (S)
- Military Sealift Command organic ocean vessels for cargo (asset based) (S)
- Inland waterways (rivers) for cargo (C, S, OC)
- Coastal waterways for cargo (C, S, OC)
- Convoys (C, OC)
- Bulk petroleum product distribution (truck tanker/barge/ocean tanker/pipeline) (C, S)
- Small parcel air and ground service (domestic and international) (C, A, OC)
- Global Heavyweight Service (domestic and international) (C, OC)

- Common user DoD owned organic assets (truck, plane, barge) (C, S, A, OC)
- Installation traffic management/transportation office operations (C, S, A, OC)
- Ocean terminal operations (S)
- Aerial terminal operations (A)
- Cargo yard management operations (C, S, A, OC)
- Freight consolidation and forwarding operations (C, S, A, OC)
- Trailer transfer operations (C, OC)
- In-transit facility warehouse management operations (C, S, A, OC)
- Container and air pallet management (C, S, A, OC)
- Asset based fleet management (C, S, A, OC)
- Cargo shipment tracking (in-transit visibility) (C, S, A, OC)
- Hazardous material shipments and document generation (C, S, A, OC)
- Transportation protective services shipments and document generation (C, S, A, OC)
- Customs clearance and documentation generation (C, S, A, OC)
- Rail terminal operations (C, S, OC)

JDDE Stakeholders

SUPPORTING THESE CUSTOMERS (and more)…

USING AN END-TO-END FRAMEWORK…

- **COMMERCIAL DISTRIBUTION NETWORK**: Vendor to Wholesale Supply / Vendor to Retail Supply / Vendor to Vendor / Vendor to Warfighter / Direct Vendor
- **STRATEGIC DISTRIBUTION NETWORK**: Installation to Aerial Port / Installation to Sea Port (Fort to Port) / Distribution Center to Distribution Center, Depot to Depot, Installation to Installation / Aerial Port / Seaport of Embarkation to Aerial Port / Seaport of Debarkation (Port to Port) / Aerial Port / Seaport of Debarkation to Tactical Assembly Area / Intermediate Staging Base (Port to TAA/ISB) / Ship to shore, shore to ship, ship to ship
- **THEATER NETWORK**: Tactical Assembly Area / Intermediate Staging Base to Forward Operating Location (TAA/ISB to FOL) / Forward Operating Location to Forward Operating Location (FOL to FOL) / Intra-theater transportation and distribution (location to location)

Cloud Hosted

NIPRNet

Unclassified Database

Classified Database

Cross Domain

SIPRNet
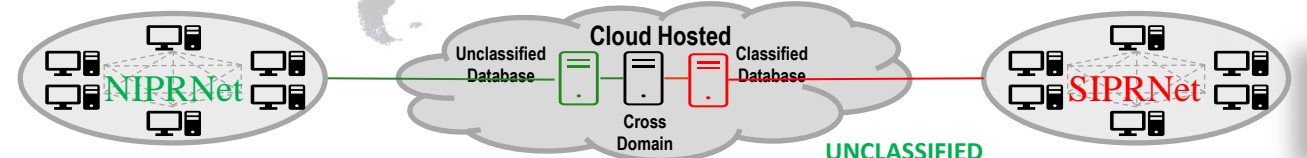
LINES OF OPERATION:
C: CONUS Freight
S: Sealift
A: Airlift
OC: OCONUS Freight

NOT IN JTMS SCOPE:
- **Household Goods (HHG)**
- **Aerial Refueling**
- **Patient Movement**

ANALYSIS OF POTENTIAL ACQUISITION PATHWAYS

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Problem statement received

" Defense transportation business processes are managed through numerous disparate IT systems, hindering the ability to adequately record and provide timely reconciliation of transportation and financial management transactions, resulting in long standing financial management deficiencies characterized by:

- Large scale non-standard and manual processes
- Incomplete transactions
- Forced balance adjustments
- Lack of cost transparency for cargo movement
- Inability to validate funds availability
- Reliance on historical costs inform future budgets "

... supported by study deliverables

Validate problem statement

Assess **four potential acquisitions pathways** (COAs)
- Status quo
- DOTmLPF-P changes
- Targeted system upgrades
- ERP

Provide recommendation on **most desired COA** based on **cost, schedule, and risk** implications

Assess which organization, service, or agency is **best suited** to manage the program with **Executive Agency (EA) authorities**

STAKEHOLDER EXPERTISE AND COMMERCIAL BENCHMARKS

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Input gathered

Engagement with JDDE stakeholders	▪ 40+ hours of working sessions with JTMS working team ▪ 20+ hours of interviews with TCCs and Great 8 stakeholders (AMC, SDDC, MSC, DLA, DFAS, DCMA, USA, USAF, USMC, USN, USCG) ▪ 120+ responses to JDDE-wide Ready, Willing, Able (RWA) survey ▪ 38 responses to JDDE-wide Supply Chain Mgmt. Capability assessment
Public sector benchmarks	▪ Benchmarks from >450 IT and related implementations including US Army, US Navy, and DoD/other federal agencies ▪ 6 interviews with former public sector officials including a FMR CMO at DoD; FMR DD, Budget and Contracting at DoD; FMR Director, Cost Assessment and Program Evaluation at DoD
Private sector benchmarks	▪ 30+ hours of interviews with leading 3PLs and software providers ▪ Experience from >1,500 supply chain optimization cases ▪ Experience from >342 cases related to ERP implementation across both public and private sector

EVALUATION FRAMEWORK

Tailored to JDDE context

Total Cost of Ownership

Acquisition
- Acquisition cost of SW/HW
- Customization
- Integration, migration, etc.
- Testing & evaluation

Sustainment / O&S
- System maintenance
- Help desk, security services, other support labor
- Recurring licensing, cloud fees

Modifications & upgrades
- Application-specific upgrades HW replacements

⭐ Process & program management
- Training
- Program support, travel
- Change management
- Governance

⭐ Audit Performance[1]

Data availability / interfaces
- Reporting
- Timely transaction posting

Internal controls
- Funds control
- LoA validation
- Compliance and regulatory
- Audit management

Transparency
- Rates management
- Proof of services rendered
- Receivable processing

Standardization
- Key supporting documentation
- Costed options
- Invoice processing
- Data integration/interoperability

Supply Chain Mgmt[2,3]

⭐ Agility / speed of enterprise
- Responsiveness (E.g., Ability to respond to short-term disruption)
- Delivery time (E.g., Ability to track location)

Cost management capabilities
- Cost modeling & tracking (E.g., Ability/accuracy of cost projections)
- Utilization & optimization of resources/costs (E.g., Ability to optimize asset util.)

Customer service maturity
- Service improvement & tracking (E.g., Ability to share proof of delivery/services rendered)
- Customer interaction (E.g., Ability to provide order visibility)

Timing & Risk

Timing
- Time to implement
- Time to impact

⭐ Cultural risk
- Degree of change
- Cultural openness vs. peers

Operational risk
- System mission criticality[4]
- # of interfaces

⭐ Cybersecurity risk
- # cybersecurity risks
- # cyber security benefits
- Degree of risk/benefit

⭐ Governance risk
- # JDDE stakeholders
- Scope of governance
- Scope of decision authority
- Change to owner, JTMS execution

1. Commercially, auditability not typically considered as an evaluation factor in large IT investments because it is largely already fundamental. Audit performance incorporates USTC-identified capability gaps. 2. Full assessment area name: Supply Chain Management Functional Capabilities. 3. Sub-set of evaluation criteria on this page. Full list of SCM Functional Capabilities sub-criteria in Appendix. 4. Based on system type (NSS vs. DBS) and percentile of interfaces. Validated through Great 8 and JTMS input

COAs EVALUATED

	COA definition[3]	Implementation sensitivities considered (beyond COAs)
COA 1	Maintain status quo	▪ None
COA 2	Implement DOTmLPF-P changes; continue to utilize existing systems[1]	▪ None
COA 3	Target specific IT systems for upgrades[2], supported by DOTmLPF-P changes	▪ A*: Apply to core **financial operations systems** ▪ B*: Apply to core **transportation mgmt. systems** ▪ C*: Apply to core **transportation mgmt. & financial operations**
COA 4 *	Replace subset of current systems with an ERP, supported by DOTmLPF-P changes	▪ A*: Apply to core **financial operations systems** ▪ B*: Apply to core **transportation mgmt. systems**
COA 5	Replace[4] current systems with an enterprise-wide ERP, supported by DOTmLPF-P changes **Recommended COA**	▪ A*: **1 COTS ERP** for both transportation mgmt. & financial systems ▪ B*: **2 COTS ERPs,** 1 for transportation mgmt. & 1 for financial systems ▪ C*: **Lift & place "Great 8" – owned/configured ERP into USTRANSCOM** for both transportation mgmt. & financial systems ▪ D*: **Leverage a "Great 8" – owned ERP as a service** for both transportation mgmt. & financial systems

1. Modernization does not include changes to existing system capability / functionality. 2. For example, specific software and/or hardware solutions to include technical patches, applications, etc. 3. See pages 149-152 for additional detail of COA sensitivity / definitions. 4. Final determination to turn off or shut down a system is made by the system owner (e.g. Services); "Replace" refers to full/partial subsumption, modification, or connection to a system's capabilities within the JDDE environment.

Key | * New COA or sensitivity performed
Modification to JTMS study guidance

READY, WILLING, AND ABLE (RWA) OBSERVATIONS

1. Overall, the <u>JDDE reported higher scores on the RWA survey</u> compared to public sector benchmarks
   – JDDE avg. score (3.92) vs. Public Sector peer avg. score (3.67)
   – 77% of JDDE respondents are willing to change

2. While <u>most JDDE organizations reported higher scores vs. peers, select organizations reported RWA scores lower</u> than benchmark
   – i.e., Ready (AMC, DFAS, USCG, Navy); Willing (USTC); Ability (USTC, AMC, MSC, SDDC)

3. JDDE's perceived <u>readiness and willingness to change is greater than its ability to change</u>; survey surfaced skepticism on track record/resourcing
   – i.e., 36% respondents believe JDDE does not have a good track record of implementing transportation, financial system improvements

4. <u>USTRANSCOM well-position to lead JDDE in JTMS adoption</u>
   – 94% agree that system improvements needed
   – 94% are willing to accept changes to their roles
   – 72% believe they have the necessary skills

Critical to take advantage of JDDE readiness, willingness, ability to change and drive momentum now

Tailored stakeholder engagement to mitigate cultural risk
- Orgs with higher RWA scores (DLA, Army) as advocates for change; orgs with lower RWA additional engagement
- E.g., emphasize JTMS different from prior effort to target skepticism, improve readiness

Establish activist PMO with clear mandate to ensure effective governance and sufficient resourcing to support change

MITIGATING CAUSES OF ERP FAILURES

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ROOT AND CONTRIBUTING CAUSES	PITFALLS TO AVOID	USTRANSCOM MITIGATIONS
DATA	Lack of an understanding related to the fundamental data the program had to manage	• Identifying required data elements and information exchanges through system decomposition and capturing of "as-is" processes
TRANSITION	Lack of a transition plan to move the program from "as is" to "to be" architecture	• Conducted Analysis of Potential Acquisition Pathways to determine the best path forward for addressing the business case and moving forward
ARCHITECTURE	Lack of an understanding of "as is" or "to be" architecture	• Collaborating with the "Great 8" to map "as-is" JDDE processes • Purpose of effort is to capture pain points and opportunity points to inform BPR.
EXECUTION	Lack of an execution plan, complicated by disparate input from SMEs to system integrator	• Pending decision on full execution plan, the team has several gears in motion regarding process mapping, OCM/BPR strategy, and resourcing
DEVELOPMENT	Development did not occur in an environment that mirrored the operational environment	• Requirement for a development environment mirroring production has been defined and will be included in Request For Proposal
CULTURE	Lack of a common vision on the change	• Survey results from roughly 120 respondents across all DoD echelons indicate that personnel are Ready, Willing, and Able to implement a JTMS
GOVERNANCE	Lack of coherent leadership guidance, coordination from process owners, and conflicting processes	• Proposed governance structure currently in staffing within OSD(A&S) • Diligently working internal processes for requirements management
PERSONNEL	High turnover of Key Personnel and multiple re-organizations of change office	• Formally established Joint Program Office to solely focus on the acquisition, development, and sustainment of the JTMS
TOOLS	Incorrect or ineffective use of acquisition Tools, Techniques, and Procedures; Underestimated effort	• Actively consulting with DAU on a variety of acquisition-related activities • Leveraging Boston Consulting to develop acquisition strategy
CHANGE MANAGEMENT	Lack of effective change management complicated by lack of early program success	• Engaging with >300 "Great 8" stakeholders through "as-is" mapping • identifying "What's in it for Me" For "Great 8"; refining OCM Strategy

ORGANIZATIONAL CHANGE MANAGEMENT

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Organizational Change Management is a framework for managing the effect of new business processes, new technology, or changes in organizational structure and culture within an enterprise.

The JTMS JPO Organizational Change Management (OCM) program revolves around:

A *structured application of psychology*, with a defined *process and toolset*, to lead people through change.

With focus on:

- Engaging Great 8 & other stakeholders & commercial partners
- Identifying additional engagement opportunities
- Providing messaging focused on awareness
- Understanding the enterprise-wide Stakeholders

Critical to Success:

- Enterprise-wide unity of effort
- Active leadership involvement
- Mid-level Manager advocacy
- Stakeholder engagement & participation
- Alignment of priorities
- Support and resources to focus on the people

Analysis Results: Critical to take advantage of JDDE readiness, willingness, ability to change and drive momentum now

JTMS WARFIGHTER EFFECTS "GREAT 8" SELF-ALIGNMENT

JOINT TRANSPORTATION MANAGEMENT SYSTEM (JTMS) WARFIGHTER EFFECTS	EFFECTS AS IDENTIFIED BY EACH SERVICE/AGENCY							
	USA	USCG	USAF	USMC	USN	DLA	DCMA	DFAS
Eliminated Manual/Swivel Chair Operations Integrated data supporting interoperability; reduced costs associated with manual/contracted workarounds	●	●	●	●	●	●	●	●
Integrated End-to-End - Sustainment Fielded "Best Practices"; improved customer response; enhanced data driven decisions	●	●	●	●	●	●	●	●
Classified/Non-Classified Capability Synchronized high/low side data; integrated planning and Execution capability/functionality	●	●	●	●	●			
Maximized Nodal Throughput Reduced cargo backlogs; minimized cargo movement delays; maximized view/utilization of resources	●	●	●	●	●	●		
Consolidated Capacity Management Centralized complete view of modal and nodal lift capacity; improved allocation to meet GCC requirements	●	●	●	●	●	●		
Consolidated Movement Requirements Generated/managed in one system; improved capacity allocation and resource utilization; maximized value	●	●	●	●	●	●	●	●
Disruption Management Integrated capability to react to changing environment; maximized diversion/challenge mitigation	●	●	●	●	●	●		
Integrated End-to-End – Unit Move Improved support at the speed of war; automated cargo/passenger processing; enhanced decision making	●	●	●	●	●			●
Improved In-Transit Visibility (ITV) Integrated GCC view; reestablished Supply Chain Mgmt. confidence; enhanced data driven decisions	●	●	●	●	●	●	●	●
Integrated Financial Management Improved transportation obligation accuracy; returned buying power to services and agencies	●	●	●	●	●	●	●	●

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JTMS SERVICE AND AGENCY PARTNERS' QUOTES ON JTMS EFFECTS

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"Planning systems are synchronized with execution systems, leaders at all levels are able to track progress of deployment from order issuance to closure at the Tactical Assembly Area." [USA]

"Leverage a synced system that integrates financial payment by matching services requested/provided, with services received from any Transportation Service Provider (TSP)." [USAF]

"Alignment of transportation services with financial activities for an end-to-end overview, visibility and audit compliance." [USN]

"Consolidated view of capacity at a particular Area of Responsibility enables better use of resources and reduces cost and customer wait times. [USMC]

"JTMS will provide alerts such as when cargo departs, is in transit, arrives, or there is a change in destination." [USCG]

"Capitalizing on best practices will allow for repurposing of resources to focus on more meaningful work" [DFAS]

"Increased capability to see opportune lift asset availability for hard to lift locations" [DCMA]

JTMS STAKEHOLDERS

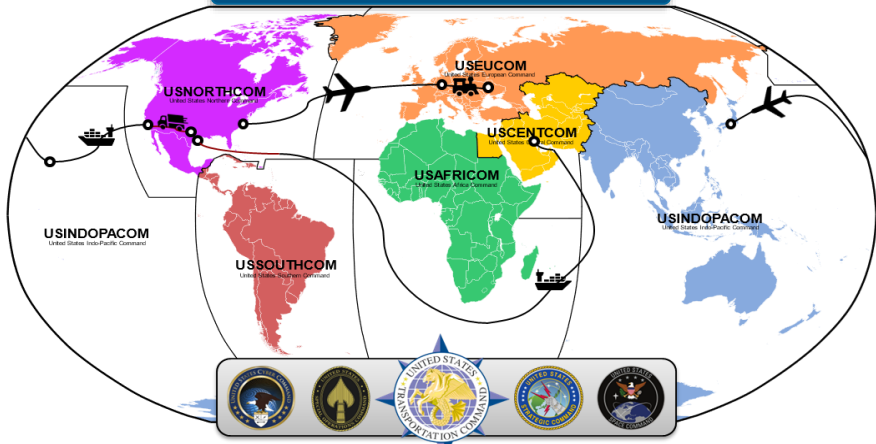## GREAT 8

Other JDDE Customers*

EXCHANGE
ARMY & AIR FORCE EXCHANGE SERVICE

* Not All Inclusive

The Warfighter

Combatant Commands

USNORTHCOM
USEUCOM
United States European Command
USCENTCOM
United States Central Command
USAFRICOM
United States Africa Command
USINDOPACOM
United States Indo-Pacific Command
USSOUTHCOM
United States Southern Command
USINDOPACOM
United States Indo-Pacific Command

Commercial Transportation Service Partners

| Trucking	Air	Bus
Rail	Ocean Vessel	Barge / Coastal Waterways

CURRENT STATE

The Joint Deployment and Distribution Enterprise (JDDE) maintains many mode- and service-specific transportation systems for planning, managing, and tracking cargo and personnel in the Defense Transportation System. These systems don't interface or provide an end-to-end view of movement requirements, available capacity, or related financial transactions.

JDDE SV-1 Systems View
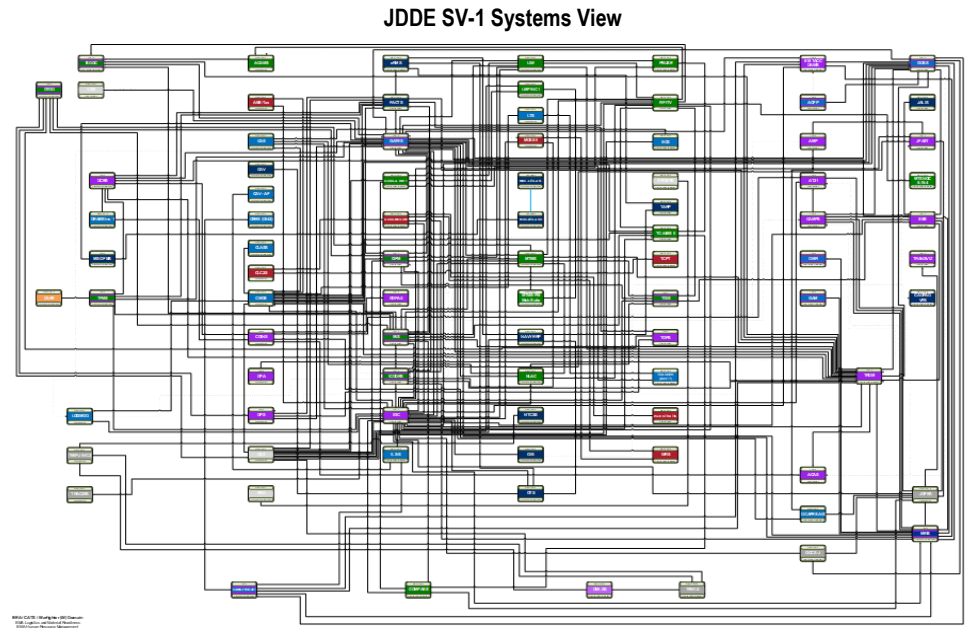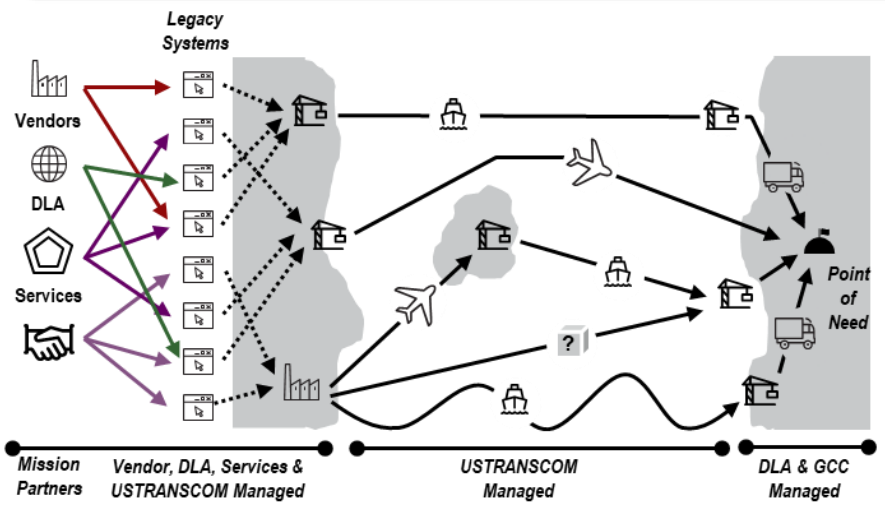
AUDITABILITY GAPS & BEST PRACTICES

1) Timely Transaction Posting
2) Key Supporting Docs.
3) Proof of Delivery
4) Regulatory Compliance
5) Reporting
6) Funds Control
7) LOA Validation
8) Invoice Processing
9) Costed Options
10) Rates Management
11) Receivable Processing
12) Single Bill

SUPPLY CHAIN ASSESSMENT RESULTS

Legend: ■ Customer service maturity ■ Cost management capabilities ■ Speed/agility of enterprise

COA	SCM assessment	Potential improvements to SCM capability
Status quo		
COA 1	2.8 / 4.4 / 9.0 — 16.2	N/A
Process change		
COA 2	3.2 / 6.4 / 9.7 — 19.2	Targeted cost management improvements
System upgrade		
COA 3A	3.2 / 8.2 / 9.7 — 21.1	
COA 3B	16.6 / 8.4 / 14.0 — 39.0	Significant agility/speed, customer service improvements
COA 3C	18.0 / 15.0 / 14.0 — 46.9	Targeted improvements to all SCM dimensions
Partial ERP		
COA 4A	3.2 / 14.5 / 9.7 — 27.3	Targeted cost management improvements
COA 4B	24.5 / 9.4 / 25.3 — 59.1	Significant agility/speed, customer service improvements
New ERP		
COA 5A	26.4 / 30.7 / 25.3 — 82.5	
COA 5B	26.4 / 30.7 / 25.3 — 82.5	Step-change in all SCM dimensions (cost management, agility/speed, and customer service)
COA 5C	26.4 / 30.7 / 25.3 — 82.5	
COA 5D	26.4 / 30.7 / 25.3 — 82.5	

SCM Participants:

ENTERPRISE ARCHITECTURE

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- Reason for Architecture:
  - Define baseline for JTMS business reform
  - Establish foundational understanding of current JDDE operations with external partners
  - Enables informed Business Process Re-engineering

- Scope: Capture the enterprise-level "as-is" for the following lines of business:
  - CONUS Freight (CF) – 26 Lines of Operation into 8 Increments (In progress; ECD Dec 23)
  - Airlift – 7 increments (In progress; ECD Oct 24)
  - Sealift – 8 Increments (Begins 1 Apr 23; ECD May 25)
  - OCONUS Freight – 8 increments (not started; ECD Nov 25)

CONUS FREIGHT STATUS (thru Inc 5)

- Participation:
  - 8 Services & Agencies interviewed (USA, USAF, USCG, USMC, USN, DCMA, DFAS, DLA)
  - 350+ Logistics, Financial, and Headquarters participants
- 36 Lines of Operation documented within 253 process maps
- 140+ systems confirmed used

Increment 1	Increment 2	Finance Review	Increment 3	Increment 4	Increment 5	Increment 6	Service Requested
ITO/TMO Operations: • Carrier Function, • Deployment, • Inbound Terminating Fr. • Inbound Freight • Outbound Freight • Rail • Rate Management • Supporting HQ • Third Party Payment	• Commercial Line Haul • Hazardous Material • Transportation Protective Shipments (TPS) • Cargo Shipment Tracking (ITV)	• Adjust Funds Obligation • Disposition Services • Funds Verification and Use Authorization (FVUA) • Manage Transportation Account Code (TAC) • Order to Cash	• Commercial Air Cargo (includes Global Heavyweight Shipment) • Customs Clearance Support • Small Parcel (includes Next Generation Delivery Service)	• Air Pallet Mgt • Cargo Yard Mgt • Container Mgt • Freight Consolidation & Forwarding Ops • In-transit Facility Warehouse Mgt • Trailer Transfer Ops • Rail Terminal Ops	• Convoy Ops • Commercial Rail (Cargo & PAX) • Buses for PAX	• Asset-based Fleet Management • Inland Waterways/Coastal Waterways for Cargo	• Advanced Traceability and Control (ATAC) • F-35 Supply • Yard/Node Mgt

STRATEGIC AIRLIFT STATUS (thru Inc 1)

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- Air Mobility Command, Air Operations Center interviewed:
  - A3, A4, A6, A8, & 618 AOC (AADA, ALD, DCS, MODO/M/Z, SRDA, SRDO, XOP, XOC)
  - 25+ Logistics, Financial, and Headquarters participants
  - Based upon AMC Certified MAF Mission EA v4.0 artifacts and processes
- SA has 15 total Lines of Operation (LOO):
  - SA Inc 1: 1st LOO documented by 14 process maps
  - 50+ systems confirmed used

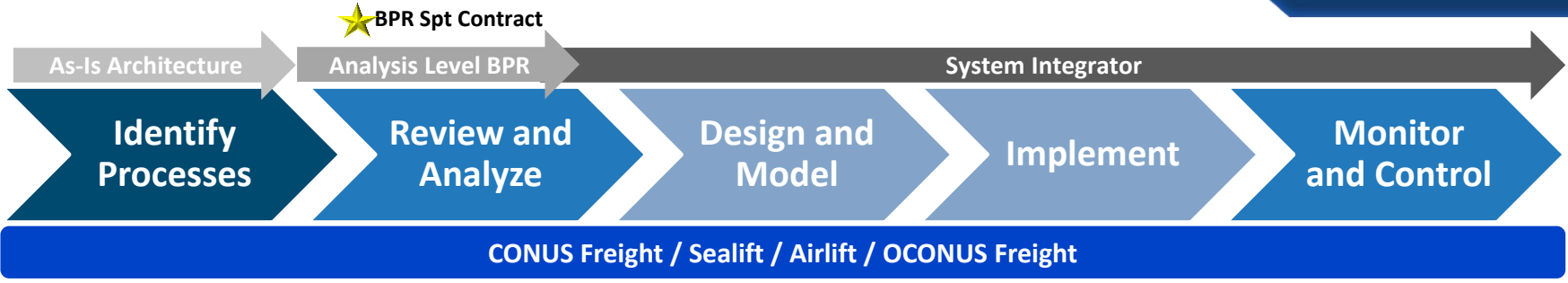| Increment 1		

• Airlift Planning:
    • Channel
    • Intratheater
    • JOPES
    • Requirements Analysis
    • SAAM
	• Create/Modify Route Segments
	 • Crisis plans and Ops
	 • Detailed Planning Process
	 • Forecasting Airlift Demand
		• Mission Execution:
		    • Flight Following
		    • Pre-Departure
		 • Mobility Resource Identification
		 • Post Mission Analysis:
		    618th AOC Ops
		    Requirements

FINDINGS AND OBSERVATIONS

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- Consistent Observations:
  - Lack of transparency/interface between Supply, Transportation and Financial systems
  - Large number of systems performing same/similar cargo processing activities
  - Extensive localisms (worksheets, inventory accounting, reporting, etc.)
  - Repeated Swivel Chair & Manual Processes
  - Proof and Level of Service/Delivery Issues
  - Inability to validate funds availability
  - Lack of visibility and cost transparency
  - Need to automate requested/suggested

BUSINESS PROCESS REENGINEERING (BPR) STRATEGY

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⭐ **BPR Spt Contract**

As-Is Architecture → Analysis Level BPR → System Integrator

Identify Processes	Review and Analyze	Design and Model	Implement	Monitor and Control

CONUS Freight / Sealift / Airlift / OCONUS Freight

- People
- Processes
- Data
- Tech

- As-Is Processes
  - Pain Points
  - Business Rules
  - Triggers
- JDDE System Decomp

- Identify gaps, errors, disconnects, and root causes
- Identify opportunities: DOTMLPF-P, Process Change, or Technology

- Establish standardized commercial solution-based To-Be processes
- Create new and/or align processes
- Define KPIs and assessment criteria

- Test, Validate and Deploy
- Inform/train every stakeholder

- Monitor process performance
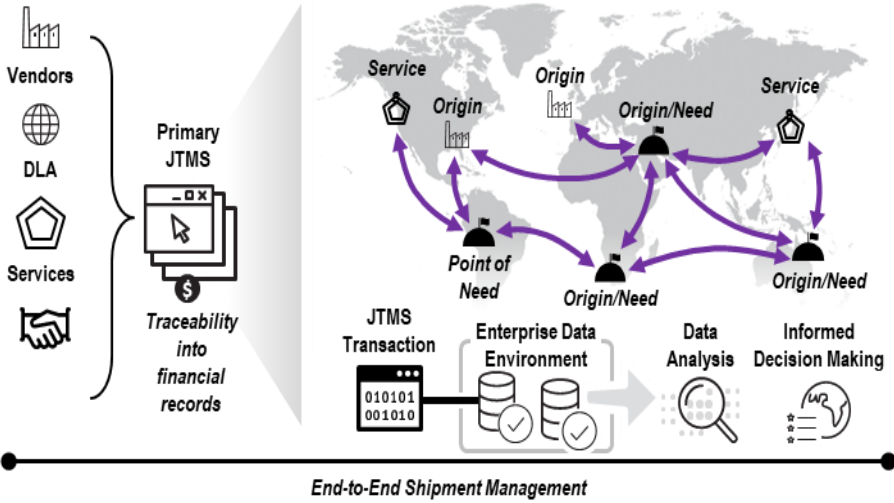- Assess KPIs
- Fine-tune processes

⭐ BPR Short-Term Approach

- Utilize short-term contract for analysis-level BPR pending material solution and system integrator contract award
- Transition BPR work to JTMS integration contract for design and implementation level BPR work

NOTIONAL FUTURE STATE

The JDDE uses one primary system to integrate end-to-end transportation operations to deliver and sustain the Joint Force. Through the JTMS, USTRANSCOM connects to Service and Agency logistics systems, and provides a common platform to integrate GCC operations into the JDDE. With global use of a standard product, the JTMS provides comprehensive information for the JDDE, enables auditability, and improves DoD's ability to project power.

End-to-End Shipment Management

JTMS Warfighter Effects

Eliminated Manual/Swivel Chair Operations
Integrated data supporting interoperability; reduced costs associated with manual/contracted workarounds

Consolidated Movement Requirements
Generated/managed in one system; improved capacity allocation and resource utilization; maximized value

Integrated End-to-End – Sustainment
Fielded "Best Practices"; improved customer response; enhanced data driven decisions

Disruption Management
Integrated capability to react to changing environment; maximized diversion/challenge mitigation

Classified/Non-Classified Capability
Synchronized high/low side data; integrated planning and execution capability/functionality

Integrated End-to-End – Unit Move
Improved support at the speed of war; automated cargo/passenger processing; enhanced decision making

Maximized Nodal Throughput
Reduced cargo backlogs; minimized cargo movement delays; maximized view/utilization of resources

Improved In-Transit Visibility (ITV)
Integrated GCC view; reestablished Supply Chain Mgmt. confidence; enhanced data driven decisions

Consolidated Capacity Management
Centralized complete view of modal and nodal lift capacity; improved allocation to meet GCC requirements

Integrated Financial Management
Improved transportation obligation accuracy; returned buying power to services and agencies

Enabling the Joint Deployment Distribution Enterprise to deploy and sustain the force at the Speed of War!
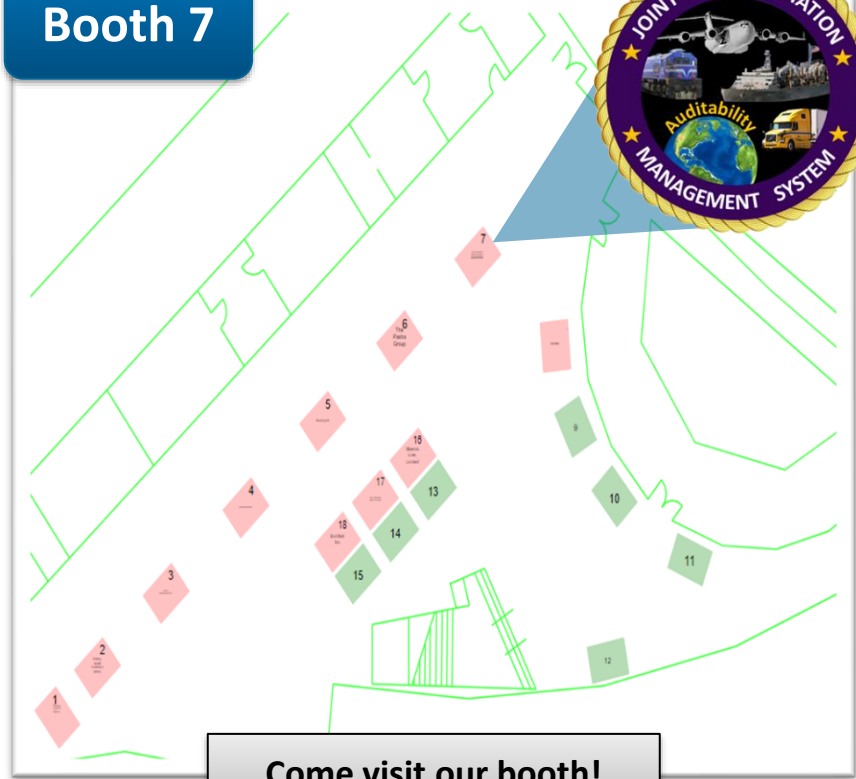
COLLABORATIVE PARTNERSHIPS

Functional Areas of Discussion

Training · Discipline · Mobile Devices, Toolkits, and HHTs · Customs Processing · Multi-modal Operations · Disconnected Operations · Roles and Responsibilities · Timing of Planning and Execution · Master Data Management · Forms, Documents, and Sources

Booth 7

Come visit our booth!
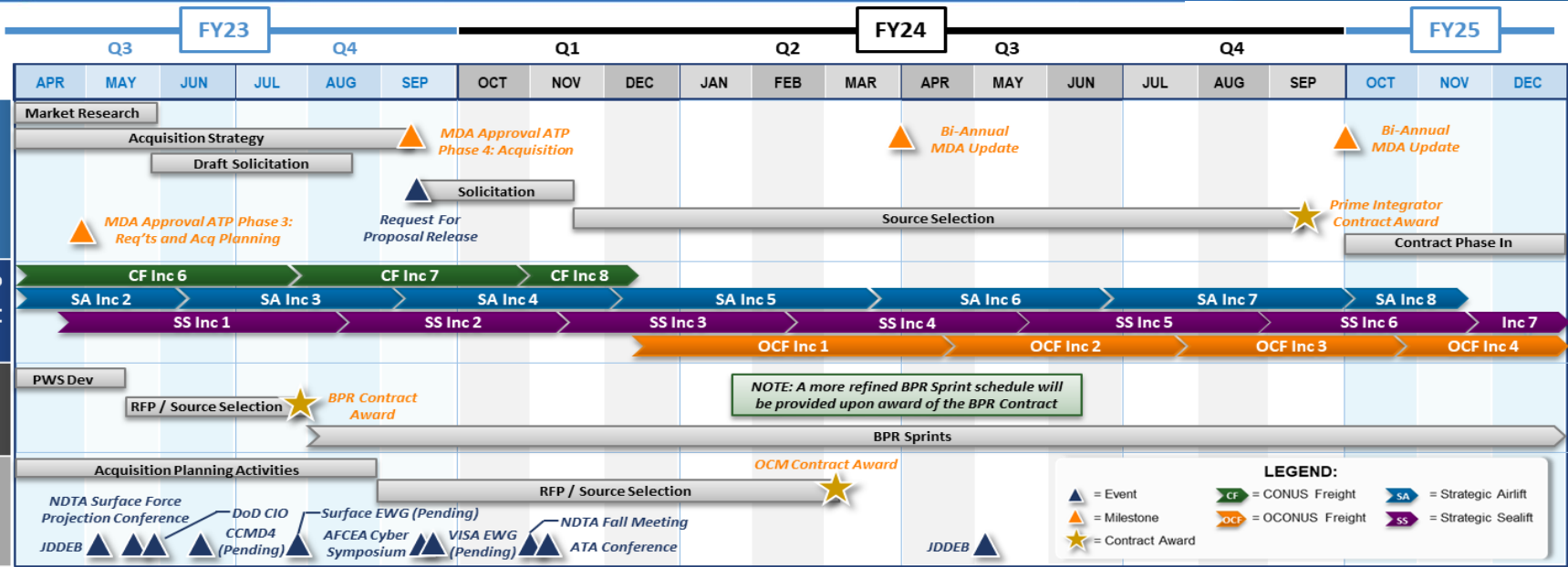
INDUSTRY ENGAGEMENT

TOGETHER, WE DELIVER.

- Continuing market research efforts and industry engagement to support requirements refinement and develop the acquisition strategy
  - Virtual Industry Day held 8 February 2023
  - Draft Performance Work Statement and Requirements/Capabilities Request for Information – February 2023
  - Reverse Industry Day held 8 – 10 March 2023 with 12 firms presenting
  - Acquisition Considerations Request for Information – April 2023
  - Developing a draft solicitation for industry comment and feedback – Projected release June 2023
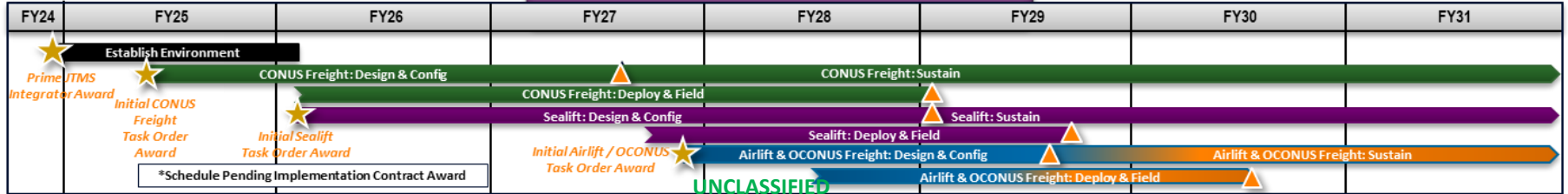
United States Transportation Command – IT Programs & Support Services Division

NOTIONAL SCHEDULE AND CAPABILITY DELIVERY ROADMAP

SERVICE AGENCY LEADS

TOGETHER, WE DELIVER.

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THANK YOU PAST PARTICIPANTS

TOGETHER, WE DELIVER.

18th TD	AEGIS	HQ SDDC
25ID, 25SB, 18th MCT	AFIMSC, IZSL	JSJ4
25ID, 31BCT MOB	AMC A6CI, TRIDENT	LESA
25ID, ACoS, G8	AMC, FM	LRC Fort McCOY
25ID, G4	AMC, A4T	MOTCO
25ID, G8	CASCOM	NAVSUP WSS
25ID, CIV COMPT	DLA	TRAVIS AFB, 60TH APS
383 POLK	EDMO	USARPAC G4 MOBILITY
404 AFSBN, LRC Fort Polk	FLC	
596th TB	FLC NORFOLK	Numerous Commercial Partners...
618 AOC (TACC)	HAF, A4L	
735 AMS	Army Material Command	
8th TSC	Army Sustainment Command	
842nd TB, S3	HQDA G4/G3	
842nd TB, S6	HQMC	
AAFES	HQ PACAF, A4R	

THANK YOU CURRENT PARTICIPANTS

TOGETHER, WE DELIVER.

Component Commands:

Air Mobility Command

Military Sealift Command

Surface Deployment and Distribution Command

Services and Agencies:

US Army

US Air Force

US Navy

US Coast Guard

US Marine Corp

Defense Contract Management Agency

Defense Finance and Accounting Service

Defense Logistics Agency

Together, We Deliver.

Questions?

TOGETHER, WE DELIVER.