

Logistics Information Technology Strategy

& DLMS Implementation



ODASW(Logistics)

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AGENDA

01 Log IT Strategy Overview

02 The 5 Strategic Goals

03 DLMS & Interoperability

04 Why This Matters Now

05 The Path Forward



Log IT Strategy Overview

2024–2029

MISSION

Drive warfighting readiness and lethality through efficient and effective operation and improvement of the Joint Logistics Enterprise through Log IT and data-informed decisions.

VISION

A secure and interoperable logistics information environment that uses accurate and trusted data at speed and scale for operational advantage across DoW, the Joint Logistics Enterprise, and the Total Force.

433

Systems in FY23

166

Target by FY29

\$2.2B

Annual Portfolio Cost

39%

of DoW Systems

KEY FOCUS AREAS:



Data Quality



Audit Compliance & FIAR



Interoperability & Standardization



Automated & Modernized Systems



Predictive Investment Forecasting



Warfighter Capability at Lowest Cost



The 5 Strategic Goals

Each goal drives measurable progress toward a more interoperable, audit-ready DoW logistics enterprise by FY 2029.

01

Optimize the Log IT Environment

Ensure Log IT systems comply with policy requirements for data quality, auditability, and resilient operations — including degraded/disconnected environments.

*DoDI 5000.64 • DoDI 5000.76
DoDM 4140.01 V11 • DLMS*

02

Promote Data Visibility & Quality

Leverage Advana as the authoritative analytics platform. Reduce siloed data. Achieve VAULTIS compliance across all Log IT systems.

*DoD Data Strategy
DITPR • SNaP-IT • DITIP*

03

Right-Size the Portfolio

Retire legacy systems that create cyber risk and impede auditability. Reduce from 433 (FY23) to 166 (FY29) through consolidation and rationalization.

FY23→FY29 Transition Plan

04

Modernize & Secure Log IT

Implement Zero Trust Architecture and ICAM across all Log IT systems. Migrate suitable systems to the cloud using DoW's 7-pillar ZTA framework.

*DoDD 8500.01
DoDI 8520.02/.03
Dow Cloud Strategy*

05

POM Funding for Investment Decisions

Proactively monitor and submit POM funding requirements for Log IT. Develop a Portfolio Scorecard to track portfolio health for executive oversight.

*DoDD 7045.14
PPBE Process
ASW(S) Strategic Plan*



DLMS: The Engine of Log IT Interoperability

Defense Logistics Management Standards

DLMS provides the DoW-wide standards for electronic data interchange (EDI) — the common language that connects all logistics business systems. It replaces legacy MILS transactions with flexible, variable-length formats that enable far greater capability and interoperability.

POLICY DRIVING DLMS ADOPTION:

- DoDD 8190.01E
Defense Logistics Management Standards
- DoDM 4140.01 Vol 8
Materiel Data Management and Exchange
- DoDI 4140.01
DoD Supply Chain Materiel Management Policy
- DLM 4000.25
Defense Logistics Management System

MILS (Legacy)

Fixed-length • Limited scope



DLMS (Modern)

Variable-length • Full supply chain

Accountability

Connects logistics events to authoritative property records per DoDI 5000.64 & 5000.76

Audit Readiness

Provides traceable business records essential for the December 2028 audit mandate

Supply Chain Visibility

Enables inventory and materiel tracking across the enterprise via standard EDI

Decision-Quality Data

Feeds War Data Platform and other analytics platforms with standardized, reliable data



Why This Matters Now

AUDIT MANDATE

December 2028

Full financial auditability required.

ENTERPRISE EXECUTION REALITY

- DLMS adoption is mixed across the enterprise — legacy MILS transactions persist
- Continued reliance on legacy formats creates manual workarounds and audit challenges
- MILS was limited to a small subset of supply procedures; DLMS removes that ceiling
- Everything possible in MILS can be done in DLMS — with far greater capability
- DAAS simplifies trading partner integration, replacing point-to-point interfaces

DATA INTEROPERABILITY MATURITY MODEL — Compliance Pathway to Auditability

1

Data
Elements

2

Variable
Transactions

3

Business
Rules

4

Implementation
Requirements

5

OUTCOME:
Interoperability



The Path Forward

Working together toward logistics transformation by FY2029

Adopt DLMS Now

- Continue to accelerate migration from MILS to variable-length transactions
- Component leads continue DLMS/DTEB compliance reporting
- Identify and report funding shortfalls by Component

Right-Size the Portfolio

- Rationalization plans aligned to BEA processes
- Identify redundant systems across DBS and non-DBS
- Target retirement of non-compliant legacy systems first

Build for Audit Readiness

- Implement ICAM and Zero Trust across all Log IT systems
- Feed authoritative data to War Data Platform for enterprise visibility
- Align POM submissions to Log IT Strategy

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Full Log IT Strategy: www.acq.osd.mil/log/LOG_SD/policy_vault.html

UNCLASSIFIED



Logistics Information Technology Strategy

Back Up Slides



Goals in Detail: Objectives, Metrics & Policy

GOAL	KEY OBJECTIVES	KEY METRICS	POLICY ANCHORS
<p>01</p> <p>Optimize the Log IT Environment</p>	<ul style="list-style-type: none"> • Designate Component lead for DLMS/DTEB reporting • Identify funding shortfalls by Component • Ensure operations in degraded/disconnected environments 	<ul style="list-style-type: none"> • # systems compliant w/ DoDI 5000.64 / .76 / DoDM 4140.01 V11 • # systems capable of variable-length transactions • # Approved DLMS Changes (ADCs) implemented 	<p><i>DoDD 8190.01E</i> <i>DoDI 5000.64 & .76</i> <i>DoDM 4140.01 V11</i> <i>DLM 4000.25</i></p>
<p>02</p> <p>Promote Data Visibility & Quality</p>	<ul style="list-style-type: none"> • Ensure system data/metadata in DITPR, SNaP-IT, DITIP • Use Advana to break down information silos • Improve DLMS data management & overall data integrity 	<ul style="list-style-type: none"> • Data availability in authoritative sources • # Log IT systems feeding Advana • # Notices of Findings & Recommendations by Component • % systems compliant w/ Logistics Functional Requirements 	<p><i>DoD Data Strategy</i> <i>DITPR / SNaP-IT</i> <i>DITIP</i> <i>VAULTIS Goals</i></p>
<p>03</p> <p>Right-Size the Portfolio</p>	<ul style="list-style-type: none"> • Identify redundant capabilities across DBS & non-DBS • Align systems to Do BEA processes & activities • Reduce sustainment costs by retiring legacy systems 	<ul style="list-style-type: none"> • # systems retired annually / planned over FYDP • Annual Log IT sustainment costs reported • % systems in each OSD CIO Quad tool quadrant 	<p><i>DoD BEA</i> <i>OSD CIO Quad Tool</i> <i>FY23–FY29</i> <i>Transition Plan</i> <i>LESC Guidance</i></p>
<p>04</p> <p>Modernize & Secure Log IT</p>	<ul style="list-style-type: none"> • Implement ICAM across all Log IT systems • Apply DoD Zero Trust Architecture (ZTA) 7 pillars • Migrate suitable systems to the cloud 	<ul style="list-style-type: none"> • # ICAM-compliant Log IT systems (Do CIO-led) • # systems migrated to / operating in cloud (Do CIO-led) 	<p><i>DoDI 8520.02 & .03</i> <i>DoDD 8500.01</i> <i>DoD Zero Trust Strategy</i> <i>DoD Cloud Strategy</i></p>
<p>05</p> <p>POM Funding for Investment Decisions</p>	<ul style="list-style-type: none"> • Analyze Component FY funding vs. DLMS changes implemented • Resource selected enhancements & identify gaps • Develop Log IT Portfolio Scorecard for exec oversight 	<ul style="list-style-type: none"> • # capabilities appropriately resourced per FY • # / value of unfunded upgrades over FYDP • Assessed funding shortfalls in year of execution 	<p><i>DoDD 7045.14</i> <i>PPBE Process</i> <i>DocuSign</i> <i>EDSO Reports</i> <i>ASD(S) Strategic Plan</i></p>