

Department of the Air Force

Simplifying & Optimizing the Business Mission Area (BMA)



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Director, SAF/AME
25 Aug 2025**



DAF Defense Business Systems Overview

304

IT Systems Supporting
the Business Mission

\$7.2B

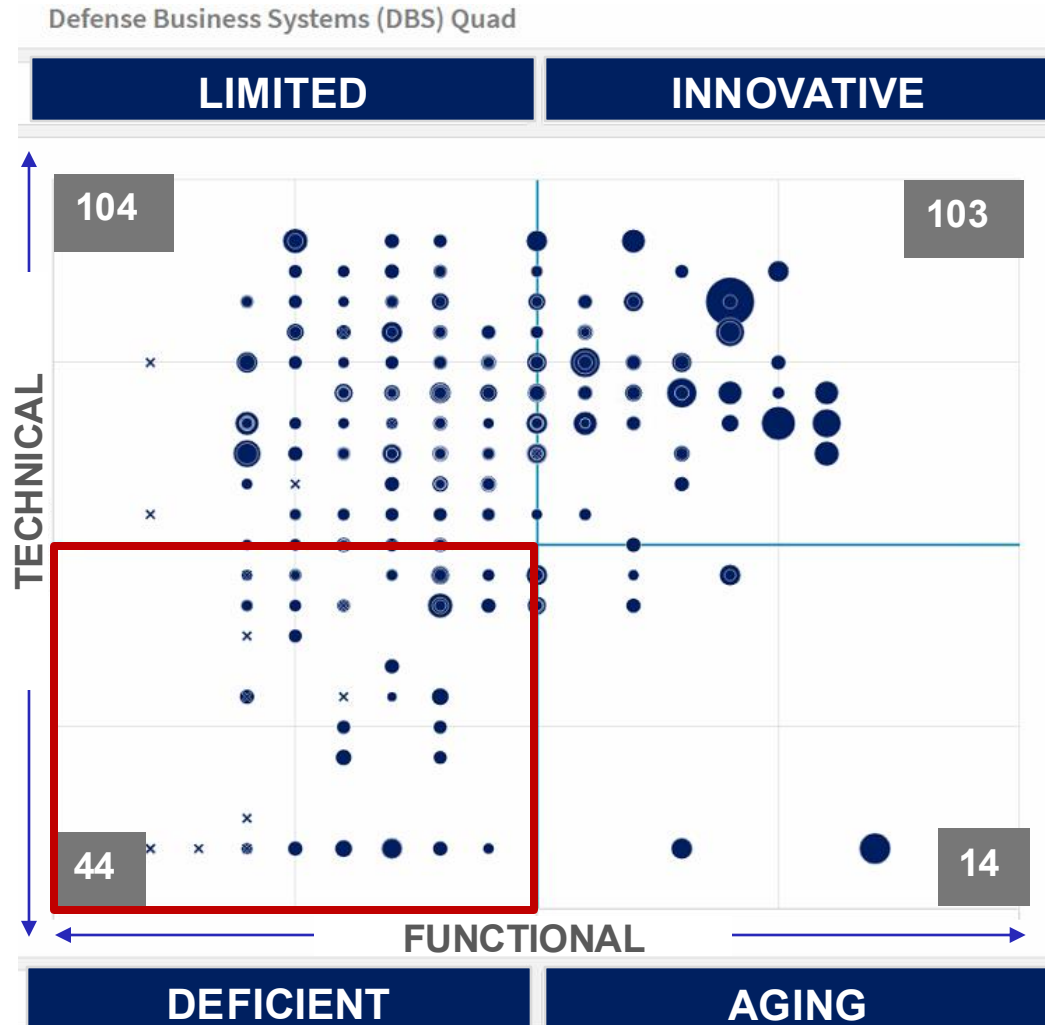
System Spend across the
FYDP (\$1.4B FY25)

731K+

Users Worldwide



- Business systems support logistics, human resources, financial, installation management, acquisition, security cooperation, and other business critical operations
- Crucial to day-to-day operations



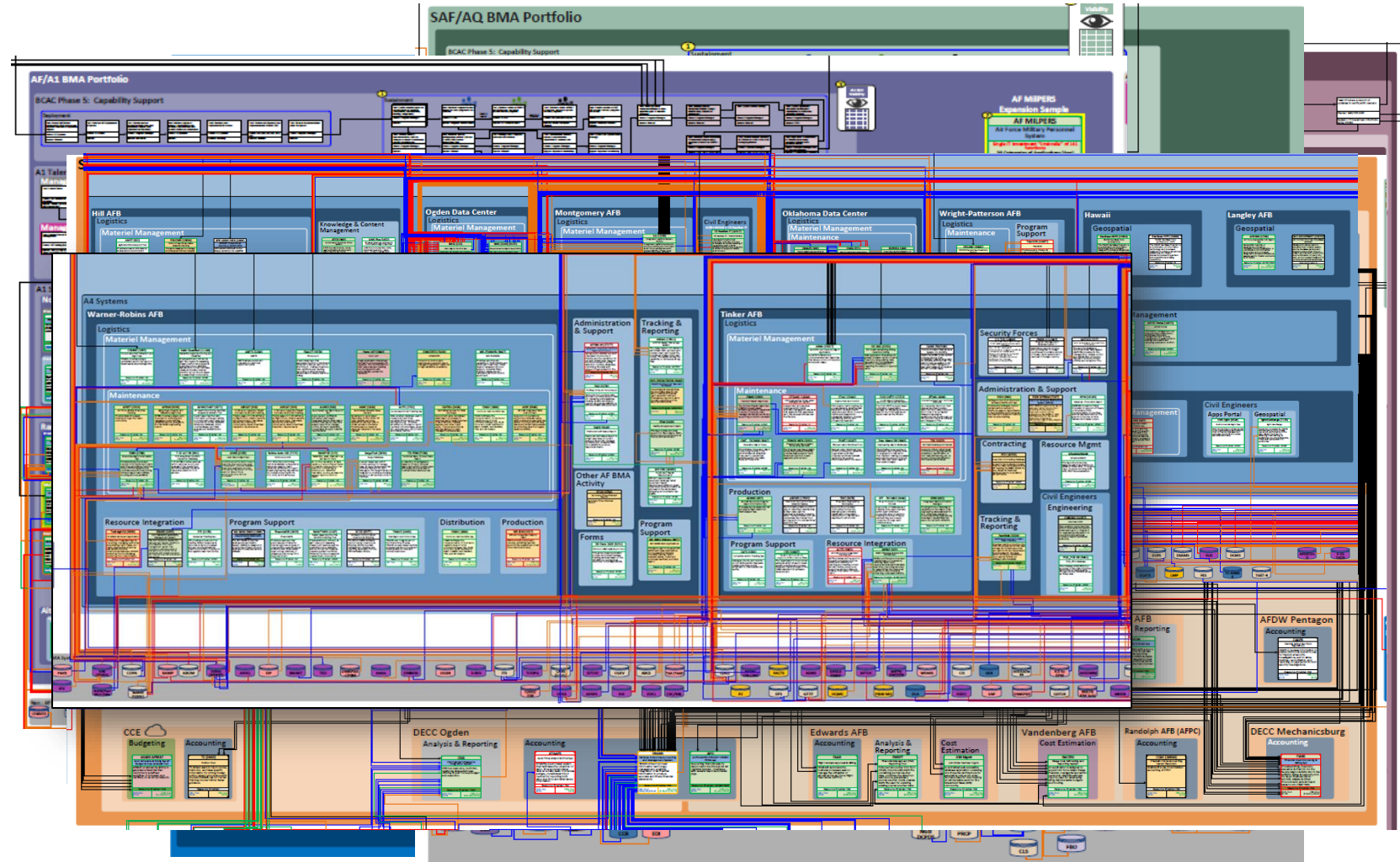
OUR CHALLENGE: DUPLICATIVE, ANTIQUATED, COSTLY SYSTEMS



Mess to Modern

Why is this a problem

- Duplicative and conflicting system functionality
- Duplicative and conflicting data
- Enshrines outdated business processes
- Requires manual intervention and work
- Costly
- Hard to Secure
- Difficult to optimize or modernize



WE ARE TOO SLOW TO RESPOND TO CHANGING MISSION DEMANDS



How do we tackle this?





How?

Technical Perspective

- **Modernize Business Processes- Strategic objective**
 - Use COTS to enable Best Commercial practices
- **Reduce systems costs and number of systems**
 - Enable end to end integrated cross functional capability
 - Consolidate to small number of core enterprise systems
 - Sunset systems
- **Simplify Architecture**
 - Use IT for the purpose it is intended
 - Stop Customization – use native COTS processes
- **Modernize IT and processes**
 - Move to Cloud
 - Enable Artificial Intelligence
- **Secure**
 - Identity, Credential, and Access Management (ICAM)

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Information Technology:
Agencies Need to Plan for Modernizing Critical Systems

GAO-25-107795
Published: Jul 17, 2025. Publicly Released: Jul 17, 2025.

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REPORTS & TESTIMONIES VIEW TOPICS VIEW AGENCIES BID PROTESTS & APPROPRIATIONS LAW ABOUT

< WatchBlog: Following the Federal

INSPECTOR GENERAL
U.S. Department of Defense

JANUARY 19, 2024

(U) Audit of the DoD's Plans to Address Longstanding Issues with Outdated Financial Management Systems

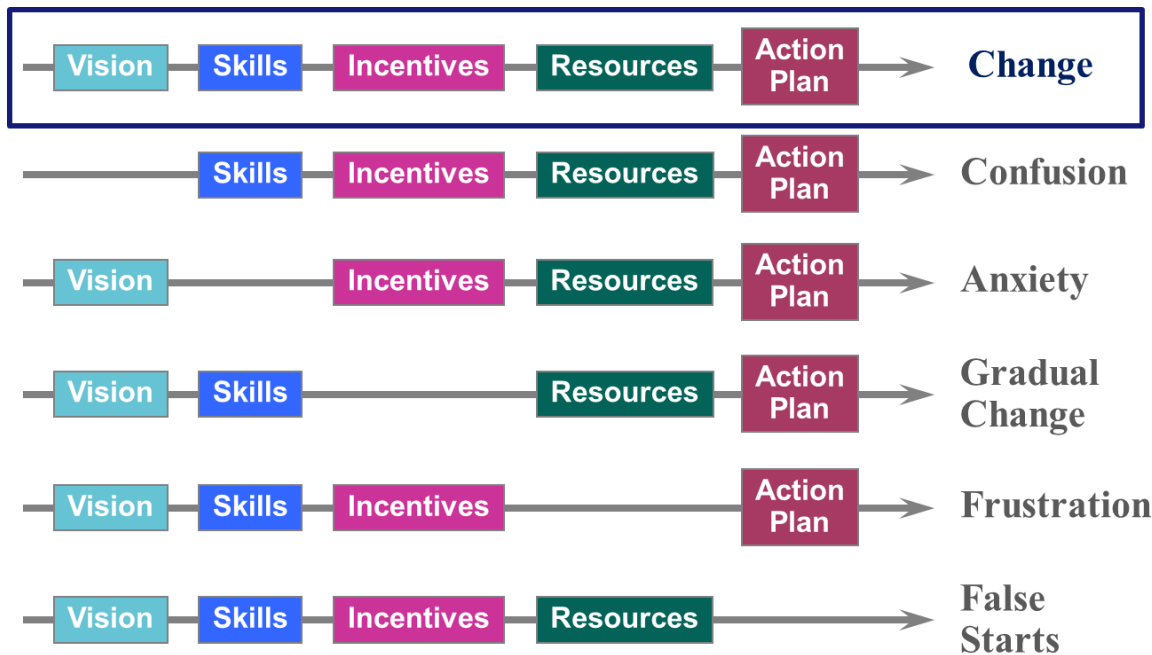
Federal Efforts to Update Old IT are Years Behind Schedule—We Looked at the Impacts of Delays

- **§ 2222.** Defense business systems: business process reengineering; enterprise architecture; management
 - (a) Defense Business Processes Generally.—The Secretary of Defense shall ensure that defense business processes are reviewed, and as appropriate revised, through business process reengineering to match best commercial practices, to the maximum extent practicable, so as to minimize customization of commercial business systems.



How?

Changing Culture



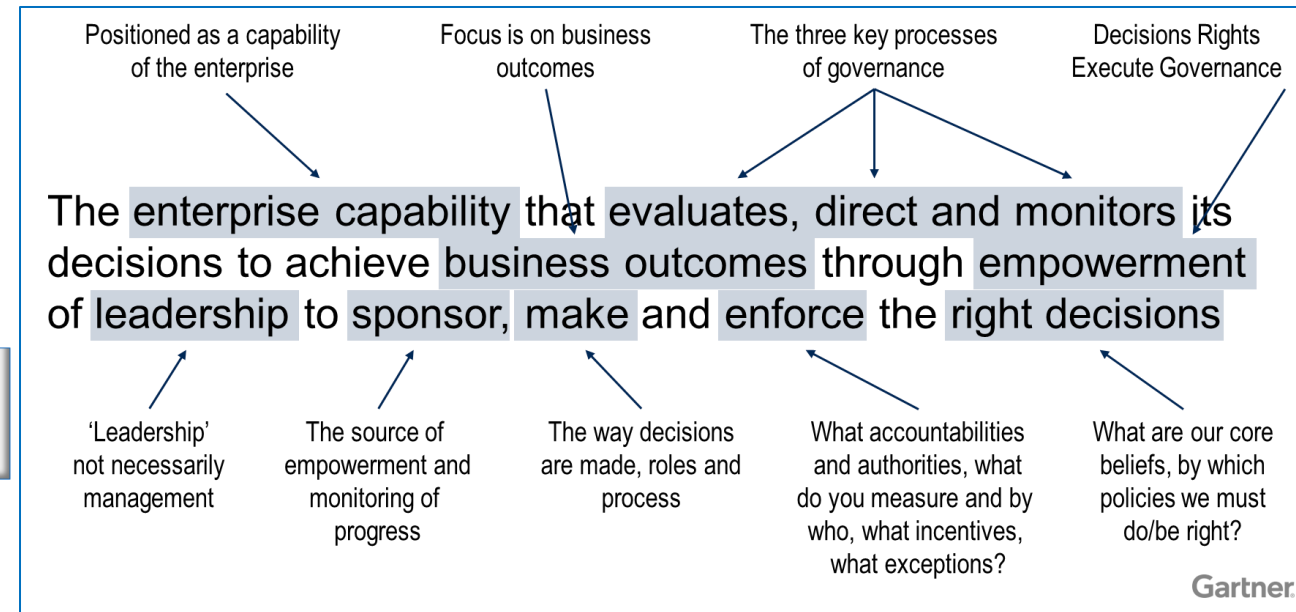
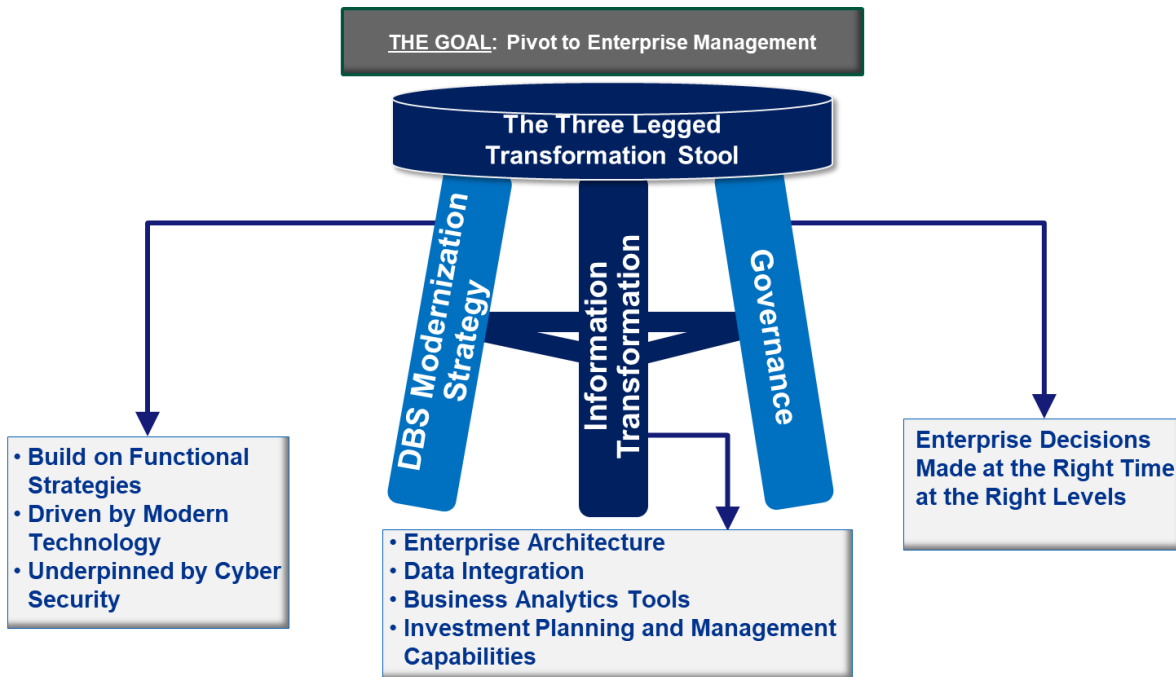
Adapted from Villa and Thousand. Restructuring for Caring and Effective Education., Sept 1999.

- **We Need Your Help**
 - **Vision** – Understand strategic directives & business system transformation strategy
 - **Skills** – Bring your experts
- **Our Focus**
 - **Incentives** – Streamline compliance for rapid adoption of enterprise services
 - **Resources** – Prioritize the enterprise, drive agility
 - **Action Plan**
 - Building an integrated BMA Roadmap
 - Strengthening governance

ALL MUST BE ALIGNED TO CHANGE HOW WE ACQUIRE, IMPLEMENT, AND SUSTAIN THE BMA



Governance and DBS Strategy



EMPOWERING DBS STRATEGY + STRONG, AGILE GOVERNANCE = CATALYSTS TO CHANGE



Simplifying and Optimizing the BMA

Defense Comprehensive Review (DCR), Line of Effort(LOE) 2: DBS

- Phase 1: Fast Track Rationalizations & Quick Wins (FY26-27)
- Phase 2: Intra-Component Optimization (FY28-29)
- Phase 3: DoD Wide Alignment (FY30-FY31)

267 to 157
Total DBS¹ FY26-FY31

50 FY26-FY31
Migrations

19 Receiving
Systems²

Portfolio	# Active	<u>FY26</u>	<u>FY27</u>	<u>FY28</u>	<u>FY29</u>	<u>FY30</u>	<u>FY31</u>
HRM (A1)	70	0	8	5	4	11	4
EI&E (A4)	25	1	1	1	0	0	4
LSCM (A4)	90	8	3	2	8	16	12
AQ	26	2	1	2	1	0	1
Other/DSE (AM)	28	2	0	2	1	1	0
FM	28	0	2	1	0	5	1
Total Sunsetting		-13	-15	-13	-14	-33	-22
Grand Total	267	254	239	226	212	179	157



In Summary

Help Solve the Mess to Modernization Problem by...

- **Changing business process to align with COTS**
- **Simplifying Architecture**
- **Rationalizing the portfolio**
- **Changing patterns and ask why not**
- **Working as a team**
- **Creating Transparency**
- **Prioritizing the enterprise**
 - **Strengthening governance**



Questions

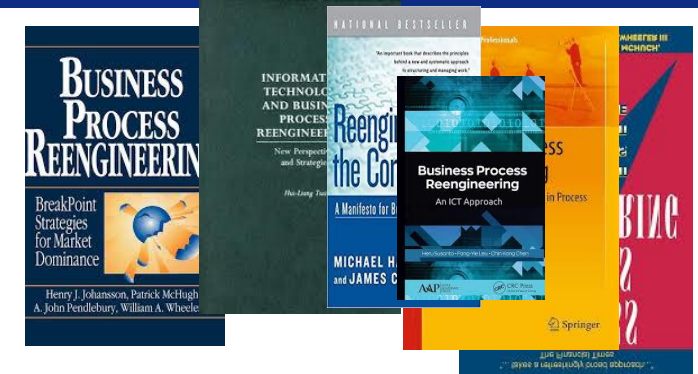


Definition of Business Process Reengineering

§ 2222. Defense business systems: business process reengineering; enterprise architecture; management

(a) Defense Business Processes Generally.—The Secretary of Defense shall ensure that defense business processes are reviewed, and as appropriate revised, **through business process reengineering to match best commercial practices**, to the maximum extent practicable, so as to **minimize customization of commercial business systems**.

Business Process Reengineering (BPR), as defined by the U.S. Government Accountability Office (GAO), is a systematic, disciplined improvement approach that critically examines, rethinks, and redesigns mission-delivery processes in order to achieve dramatic improvements in performance in areas important to customers and ...



Geminis Definition:

BPR stands for Business Process Reengineering, a management approach focused on fundamentally redesigning and streamlining business processes to achieve dramatic improvements in performance. It involves a systematic, disciplined approach to critically examining and rethinking how work is done, aiming to achieve significant gains in areas like cost, quality, service, and speed

Business process reengineering (BPR) is a strategic management approach that is focused on fundamentally rethinking and redesigning core business processes to achieve significant improvements in performance and efficiency.



Phase 1: Fast Track Retirements (FY26-FY27)

27

FY26-27
Retirements

13

Capability
Terminations

FY26 Retirements

System Acronym	FYDP Budget (\$M)	End State
ADSS	17.25	Capability Termination
ATIMS	2.23	Capability Termination
AVCOM	65.92	Capability Termination
E332	0.122	Capability Termination
EMAP_FSS	12.386	Capability Termination
PAIRS	0.375	Capability Termination
TEMCI	0.122	Capability Termination
TSX	0.033	Capability Termination
DAFE Geo Maps	0.046	Capability Termination
AF DSS	0.197	Full Capability Migration
AFIRM-M	0.05	Full Capability Migration
AutoTAR	6.189	Full Capability Migration
IMCS	2.54	Full Capability Migration
RAM/TMRS	0.184	Full Capability Migration
SAMIS	0	Full Capability Migration

FY27 Retirements

System Acronym	FYDP Budget (\$M)	End State
ADIS	2.077	Capability Termination
AFAA MIS	0.333	Capability Termination
CIDS	3.971	Capability Termination
G/TIMS	80.426	Capability Termination
APO	6.68	Full Capability Migration
CAV – AF	3.902	Full Capability Migration
CFD/R2M	0.118	Full Capability Migration
CMCS(1)	0	Full Capability Migration
ConWrite (J104)	0.009	Full Capability Migration
CRIS	21.369	Full Capability Migration
DMAPS	15.129	Full Capability Migration
MilPDS	102.058	Full Capability Migration

Primary Receiving Systems - # of Migrating Systems:

1. Distribution Standard System – 1
2. Aging Fleet Integrity and Reliability Management System – 1
3. Air Force – Product Lifecycle Management - 1
4. Foundational Logistics Information Technology Enterprise System – 1
5. Reliability Asset Monitoring/Tactical Munitions Reporting System – 1
6. Case Tracking, Requisitions, Accounting, and Collaboration System - 2
7. Maintenance Repair and Overhaul – 2
8. PIII E- Business Suite -1
9. KT FileShare – 1
10. Contracting Information Technology – 1
11. Advana – 1
12. Air Force Integrated Personnel and Pay – 1



Phase 2: Intra-Component Consolidation (FY28&FY29)

Consolidation / Optimization within the DAF – Identify and reduce component system duplication, consolidate for Intra-component efficiency. Continue to accelerate retirements for FY28 & FY29:

1) Learning Management and Student Information Systems (LMS / SIS):

- Develop plan to consolidate 12 systems down to 1 to 2 systems; and identify LMS / SIS that can immediately be sunset without mission impact by 31 Oct 2025

2) Program Management systems:

- Develop consolidation plan by 31 Oct 2025, identifying systems to accelerate or immediately sunset

3) Product Support & Product Lifecycle Management Systems:

- Evaluate and develop consolidation plan by 30 Jan 2026, identifying systems to accelerate or immediately sunset

4) Item Master Data Systems:

- Evaluate and develop consolidation plan by 30 Jan 2026. identifying systems to accelerate or immediately sunset

5) Depot Maintenance, Repair, and Overhaul (MRO):

- Evaluate Depot Maintenance and Working Capital Fund Systems targeted for subsumption by MRO, provide plan by 28 Nov 2025.

6) Analytical Systems, Platforms, and Environments:

- Provide accelerated BLADE consolidation plan by 30 Jan 2026.
-



Phase 3: *DoD Wide/Cross Component Alignment (FY30-FY31)*

Consolidation / Optimization within the DoD – identify shared functions across components, consolidate for DoD-wide efficiency for FY30 and FY31.

- Evaluate systems nominated for DoD enterprise use and develop plans by **27 Feb 2026** to apply AI, analytics and emerging technologies to accelerate consolidation outcomes.
- Systems Under Consideration: CON-IT, PMRT, AF-PLM, TICMS, AFSAS, APACS-FCP, CLCMS, DCMS, EDLT, ORION, AFMED-FAPNET, AND GEOMAP