

November 2000

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Volume 41, No. 11

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Editorial content is edited, prepared and provided by the public affairs office of the Air Force Communications Agency.

All photos are U.S. Air Force photos unless otherwise specified. Photo submissions are encouraged in the form of high-resolution digital images or 35mm prints.

News copy, photos, story ideas and comments may be e-mailed to intercom@scott.af.mil, or mailed to AFCA/XPPA, *intercom*, 203 W. Losey St., Room 1200, Scott AFB, IL 62225-5222. Fax is DSN 576-6127 or (618) 256-6127. Editorial staff may be contacted at DSN 576-4396, or (618) 256-4396.

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Visit the Computer Based Training System Web site at
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The My.AF portal will provide easy desktop access to needed information and services.



Cover by Staff Sgt. Jason T. Arnold,
509th CS, Whiteman AFB, Mo.

AF/SC: Network-centric operations are the way of the future

By **Lt. Gen. John L. Woodward Jr.**
*Air Force Deputy Chief of Staff
for Communications and Information*

Through *One Air Force ... One Network*, the Air Force is changing how we leverage information technology to improve combat effectiveness and daily mission performance.

The Secretary of the Air Force and Chief of Staff have placed us on a fast track to reshape business processes, embrace network-centric operations, and put the combat power of our networks in the hands of every airman. We have been given an unprecedented opportunity and a challenge from our senior leadership.

The IT Summit, the SECAF's IT Industry West Coast visit, and Corona Top sparked a once-in-a-lifetime opportunity for the communications and information warrior community to increase combat power through networking. We are leveraging industry's best practices for the warfighter, including how cutting edge companies use network power to become more effective and efficient.

To kick off this IT revolution, I chartered 11 focus groups to lead the way. Major commands, headquarters agencies and product centers sent their best people to Washington to establish a roadmap for Air Force-wide implementation and to build working prototypes.

Together, we're establishing new processes to develop and field exciting new capabilities at unprecedented speeds so Air Force members have tools they need to meet the high everyday operations tempo.

These focus groups are literally the turning point for what is happening in the Air Force today. The knowledge-based activities they are working on are right on target—self-service functions that empower each of us as

aerospace warriors.

One group's focus is the Air Force Enterprise Concept of Operations, which is defining an Air Force wide vision and a roadmap for achieving an integrated IT environment that can

support Air Force mission requirements. It provides an executive summary of communications and information current operations, in-garrison and deployed, and an in-depth report on how information will flow across the Air Force using the Global Combat Support System framework as the architectural foundation.

Some groups are focused on more specific issues, such as e-mail server consolidation, building an Air Force Portal, and building an Air Force Directory.

Others are working short- and long-term resourcing issues, the communications and computing transport layer architectures, and information assurance architectures. Still others are building the processes our corporate Air Force structure will use to prioritize new ideas from the field, and then incorporate, implement, and sustain the resulting new capabilities.

We demonstrated some of these new capabilities to the Air Force's senior leaders in October, showing how the Air Force Portal, or My.AF, ties Web-enabled, legacy and desktop applications together in a PC heads-up display. Our goal is to Web-enable mission



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IT
From Page 3

and administrative processes and provide desktop tools so people can do their business on line instead of spending valuable time in transit, waiting in lines, or logging into a large number of diverse systems.

Information services within the portal will include downward directed and local subscription information, such as the Chief's Notices to Airmen, Aerospace Expeditionary Force updates, CNN, Early Bird, Air Force News, and local weather.

E-mail server consolidation will centralize control of network servers, resulting in fewer servers, more service commonality, less network complexity, greater information assurance and lower cost.

Empowering customers and customer service representatives with the same information helps solve problems faster. This is an important feature in our entire family of self-service applications, including the Air Force White Pages, an on-line directory of Air Force-wide locator information maintained by the Air Force Personnel Center. The initial White Pages with name, rank, duty section, duty location, duty phone and duty e-mail address will lay the foundation for future initiatives such as role-based access to Air Force information and a single logon to all Air Force applications.

My Money currently permits civilian personnel to make pay inquiries, and eLES will give military members access to leave and earnings statement information by December.

vMPF provides active duty members on-line access to their personal information, such as duty history, designated location, humanitarian assignments, reenlistment, overseas return, early return, remaining overseas and Excep-

“Now’s the time to break out of old habits, set a new focus on information sharing, and leverage the combat power of the network our communications and information warriors so proudly deliver.”

tional Family Member Program. Members can obtain “proof of service” letters and a host of other standard services at more convenient times and places. The first vMPF applications significantly reduce the number of trips necessary to conduct routine business by providing on-line access to forms and related guidance. Down the road, complete transactions will be available.

vIL (installations and logistics) was the first family of functional applications to join the Air Force Portal, providing key decision makers more effective command and control via live status for aircraft, equipment and asset balances at select locations. Already sold on the combat power of the network, our enthusiastic friends in IL were well down the development road to their own portal when we asked them to partner with us under the IT Summit umbrella. Together, we brought vIL on line 10 months early and demonstrated simultaneous access to information from six different databases on one PC to some very impressed Corona Fall attendees.

Combining this revolutionary approach to moving information with our solid Operationalizing and Professionalizing the Network foundation, we’re on course to deliver the kinds of information any functional area generates, any unit consumes, and in a view any warfighter can shape and understand.

If we continue the pace of the past three months, just imagine where we’ll be by the end of the year. The key is a standards-based approach working within the Global Combat Support System framework to make developing and delivering Web-enabled applications easier.

In this issue of *intercom*, you’ll read about the IT initiatives under way to improve business processes in the Air Force and hear what major command commanders have to say about the importance of IT to their mission success. You’ll also see how this new way of thinking about IT is spreading throughout the Air Force.

Web-enabled, network-centric operations are the way of the future. Now’s the time to break out of old habits, set a new focus on information sharing, and leverage the combat power of the network our communications and information warriors so proudly deliver.

SECAF:



We're changing the way the Air Force leverages information technology

By **F. Whitten Peters**
Secretary of the Air Force

Through *One Air Force ... One Network*, the Chief of Staff and I are changing how the Air Force leverages information technology to improve combat effectiveness and daily mission performance. We need this change for four reasons:

- Information technology enhances the decision dominance we need to analyze situations, reduce risks and act more decisively than our adversaries.

- A fast, secure, worldwide network strengthens the command and control and precision engagement that effective global vigilance, reach and power depend upon.

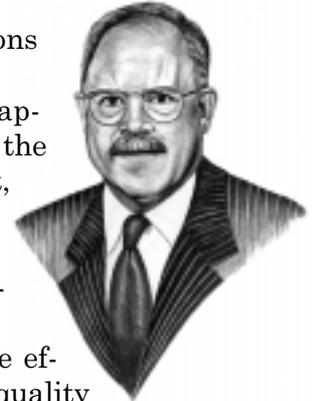
- Empowered by IT, our people can work faster, cover a widening range of duties and responsibilities, and be more effective without the traditional negative

impact of increasing operations tempo.

- By consolidating our approach to IT, we can optimize the return on our efforts to recruit, train and retain our vital IT workforce, while achieving greater synergy from our IT investments.

The results will be a more effective Air Force and a better quality of life in the workplace for our people. Our overall strategy, and a powerful key to success, is My.AF, our official portal and single common user interface to the Air Force network, applications and information.

Here at the beginning of the 21st century, the IT revolution has arrived. To protect America's vital interests in this new Age of Information we will need, more than ever, *One Air Force ... One Network*.



Continuous attention to the mission
moves us steadily closer to our vision ...

Mission success across the
spectrum of operations ...
the right information,
in the right format,
to the right place,
at the right time

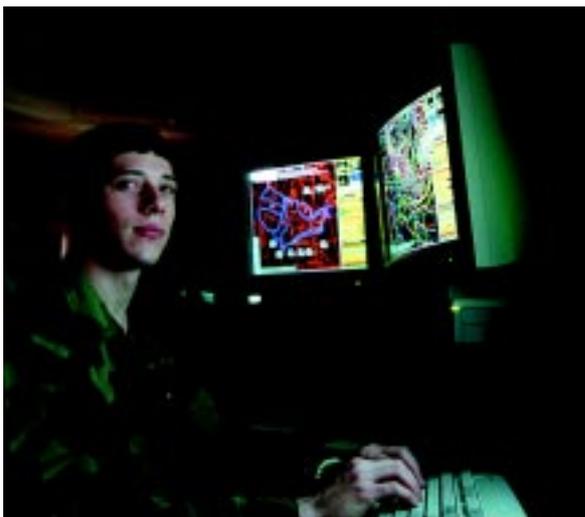
Result:
Information ideally matched
to Expeditionary Aerospace Force
requirements

*Air Force Communications
and Information Strategic Plan*

Information Superiority

“We will strengthen the ability of our commanders to command and control aerospace forces. Their Aerospace Operations Centers will be able to gather and fuse the full range of information, from national to tactical, in real-time, and to rapidly convert that information to knowledge and understanding — to assure decision dominance over adversaries.”

Air Force Vision 2020





Wiser use of info technology is key to decision dominance

By Gen. Michael E. Ryan
Air Force Chief of Staff

The Secretary of the Air Force and I made a commitment to increase the combat power of the Air Force by fundamentally changing the way we leverage our information technology networks. Our strategy is called *One Air Force ... One Network*.

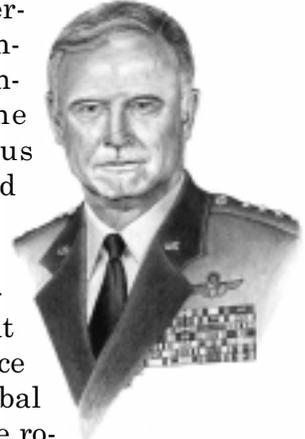
Gathering, moving, and manipulating information is fundamental to everything we do in our Air Force. Air Force Vision 2020 acknowledges Information Superiority as a core Air Force competency because it provides our joint team the ability to control and exploit information to our nation's advantage and ensures we have decision dominance. Decision dominance means we can make smart decisions faster than our adversaries. Wiser use of information technology is our edge.

In the Balkans and Iraq we demonstrated the awesome power of precision attack with guided munitions and real time targeting. We leveraged sensor to shooter capabilities over a 12,000 mile loop in minutes ... an inkling of decision dominance to come. We must continue to expand this decisive, network enabled, combat edge.

Modernizing our information systems ranks with other top Air Force modernization priorities. The combat power of our top-of-the-line weapon systems is enabled by our information network's ability to tie critical information together faster than anyone else can. Resourcing is a collective Air Force responsibility demanding innovative, ingenious approaches. The day is gone when one is exclusive of the other.

We've already taken big steps on our journey towards *One Air Force ... One Net-*

work. The Air Force leadership held an information technology summit and asked industry experts and the MAJCOMs to form focus groups with their best and brightest to help us jump start this effort. Our first task was to design the overall concept of operations that will deliver a global Air Force "e-tone" which like the global "dial tone" delivers the same robust service anywhere in the world.



This is not about changing information technology or the network. It is about increasing our combat power by leveraging the advantages information technology offers. It is about providing every airman access to rich training resources, simple and intuitive self-service web-based tools, and the ability to communicate reliably, securely, globally all the time.

The leadership meetings at Corona Fall mark the first way point for the focus groups. The Air Force White Pages, Portal (My.AF), and e-mail groups demonstrated the initial versions of their products and concepts for achieving significant improvement. I have charged these teams to change the Air Force, and to do it by June 30, 2001.

These are exciting times in the history of the Air Force. Through *One Air Force ... One Network*, we are taking the right steps towards the decision superiority necessary to protect and defend America's interests in the Information Age. Join us on this important journey.

"I have charged these teams to change the Air Force, and to do it by June 30, 2001."

Decision Dominance

One Air Force ... One Network

Air Force launches strategy to modernize information systems

WASHINGTON – *One Air Force ... One Network* is the new strategy embraced by senior leaders that has put the Air Force on a fast track to modernize its information capabilities. The strategy is based on adapting the latest commercially available information technologies to give Air Force people worldwide instant desktop access to information they need to conduct peacetime and combat operations. The objective is to ensure the Air Force maintains the advantages of information superiority and decision dominance. The key is a standards-based approach working within the existing architectural framework to make developing and delivering Web-enabled applications easier.

The strategy emerged after Secretary of the Air Force F. Whitten Peters and Air Force Chief of Staff Gen. Michael E. Ryan conferred with industry Information Technology experts this summer and then convened an Air Force IT Summit in July with major command leaders. As a result, the Air Force resolved to change the way it leverages IT.

Secretary Peters said, "General Ryan and I are convinced that we can no longer run the Air Force with one foot in the future and one foot in prehistoric times. We need an overarching Air Force information technology architecture that draws on the Internet and best commercial practices and a migration plan that moves us over time into com-



From left: Gen. Michael E. Ryan, Air Force Chief of Staff; Dr. Lawrence J. Delaney, Air Force Chief Information Officer; F. Whitten Peters, Secretary of the Air Force; John M. Gilligan, Principal Deputy Assistant Secretary of the Air Force for Business and Information Management; and Lt. Gen. John L. Woodward Jr., Deputy Chief of Staff for Communications and Information, view a portal demonstration at Corona Fall. General Woodward and Mr. Gilligan serve as co-deputy CIOs.

"The combat power of our top-of-the-line weapon systems is enabled by our information network's ability to tie critical information together faster than anyone else can."

*Gen. Michael E. Ryan
Air Force Chief of Staff*

pliance with this architecture. Equally important – indeed, perhaps more important, we need to reshape our business processes to make optimal use of information technology."

General Ryan said, "Modernizing our information systems ranks with other top Air Force modernization priorities. The combat power of our top-of-the-line weapon systems is enabled by our information network's ability to tie critical information together faster than anyone else can."

General Ryan said that after the IT Summit, "Our first task was to design the overall concept of operations that will deliver a global Air Force 'e-tone,' which like the global 'dial tone,' delivers the same robust service anywhere in the world. ... (This) is about increasing our combat power by leveraging the advantages information technology offers. It is about providing every airman access to rich training resources, simple and intuitive self-service Web-based tools, and the ability to com-



municate reliably, securely, globally all the time.”

Behind the push to create a network-centric Air Force, based on the ability to use a single point of entry to access an array of Air Force information network systems, are Dr. Lawrence J. Delaney, Assistant Secretary of the Air Force for Acquisition, who also serves as the Air Force’s Chief Information Officer; and Lt. Gen. John L. Woodward Jr., Air Force Deputy Chief of Staff for Communications and Information and Deputy CIO for the Air Force. They chartered 11 focus groups to lead the way in adopting industry’s best practices. Major commands, headquarters agencies and product centers sent their best people to meet in Washington to establish a roadmap for Air Force-wide implementation and, in some cases, provide working prototypes. A new key member of the team is John Gilligan, who serves as the Air Force’s first Principal Deputy Assistant Secretary for Business and Information Management. He and General Woodward also serve as co-deputy CIOs.

“We have been given an unprecedented opportunity and a challenge from our senior leadership ... to leverage IT and improve all of our business processes,” Dr. Delaney said. “There are a great many projects in logistics, personnel, finance, medical and other functional areas which will rely heavily on IT to enhance their processes. That will only be successful if we can put in place the IT infrastructure which will support them.”

General Woodward said, “We’re not just talking about new information technology or upgrades to our network. It’s about delivering the combat power of our information networks through simple and intuitive self-service Web-based tools and an unprecedented ability to exchange information across every functional area and echelon of command.”

The key IT initiative under development by one of the focus groups is My.AF, the Air Force Portal that will give users continuous single-point network access to hundreds of Air Force on-line information resources and services. While the portal will tie applications together into one view, it will

also give users the ability to tailor it to a particular job. My.AF will serve as the primary entry point to current Web-enabled applications, as well as new IT features and capabilities under development.

Another group is focusing on the Air Force Enterprise Concept of Operations, which is defining an Air Force-wide vision and a roadmap for achieving an integrated IT environment that can support Air Force mission requirements. Effectively identifying, procuring, and implementing IT can vastly improve the way airmen, from the flight line mechanic to an Air Staff action officer, access and use information to perform the mission.

Another major IT initiative is E-mail Server Consolidation, which will lead to fewer servers, reduced training, more commonality, less complexity, greater information assurance and lower cost.

Several self-service applications were also formulated:

* Air Force White Pages is an on-line directory providing access to Air Force-wide locator information maintained by the Air Force Personnel Center, including an individual’s name, rank, duty section, duty location, duty phone and duty e-mail address.

* AFORMS demonstrates the vision for Web-enabled ac-

cess to the Air Force Resource Management System to extract real-time training and flight data from any PC.

* My Money allows people to make pay inquiries, while eLES will give access to leave and earnings statement information. Customers calling with a question now share the same data, so the calls are more about solving the problem rather than getting information.

* vMPF provides active duty members on-line access to information such as duty history, designated location, humanitarian assignments, reenlistment, overseas return, early return, remaining overseas, and Exceptional Family Member Program. Members may also obtain “proof of service” letters to support VA mortgage loans. It reduces the number of times members visit their local mili-

FOCUS GROUPS

- Air Force Portal**
- White Pages/Air Force Directory**
- Command and Control/Mission Support CONOPS**
- E-mail Server Consolidation**
- Communications/Computing Transport Layer**
- Information Assurance**
- Information Enterprise CONOPS**
- Network Applications Lab**
- Marketing**
- Resourcing**
- Acquisition Agility**

CIO:

Air Force Chief Information Officer outlines IT initiatives

By Master Sgt. Edward Ferguson
Air Force Communications Agency
Scott AFB, Ill.

The Air Force's Chief Information Officer leads the charge toward an Air Force that works better and costs less through the smart use of information technology. The CIO for the Air Force and Assistant Secretary of the Air Force for Acquisition visited Scott AFB Sept. 27 and talked to the *intercom* magazine staff about new IT initiatives that are revolutionizing the way the Air Force does business.

Dr. Lawrence J. Delaney is also responsible for Air Force research, development and acquisition activities, and leads the Air Force in matters pertaining to the formulation, review, approval and execution of acquisition plans, policies and programs.

He has more than 37 years of international experience in high technology program acquisition, management and engineering.

Dr. Delaney and other senior leaders have embarked on a new strategy that has the Air Force on a fast track to modernize its information systems called *One Air Force ... One Network*. The strategy is based on adapting the latest information technologies to give Air Force people quick and



Dr. Lawrence J. Delaney

“My.AF will give an individual the capability to carry out self-service functions that previously have been time-consuming and challenging.”

Dr. Lawrence J. Delaney
Air Force Chief Information Officer

easy access to essential information wherever they are. “The idea here is really to use the power of information technology to bring us all together and to make us more proficient, more productive and carry out our mandate better,” Dr. Delaney said.

A key IT initiative under development is My.AF, the Air Force Portal that will give users continuous single-point network access to hundreds of Air Force on-line information resources, and functional and self-service applications. While the portal will tie applications together into one view, it will also give airmen the ability to tailor it to a particular job. My.AF will serve as the primary entry point to current Web-enabled applications, as well as new IT features and capabilities under development.

“My.AF will give an individual the capability to carry out self-service functions that previously have been time-consuming and challenging,” Dr. Delaney said. “In many cases, users will be able to carry out a lot of functions that before would require them to have to physically go from one place to another to gather data. The Web will make all of that information available on-line to make us much more efficient.”

“We’re going to institutionalize this Web-centric Air Force,” he said. “Some of the steps that the Secretary of the Air Force (F. Whitten Peters) and the Air Force Chief of Staff (Gen. Michael E. Ryan) have made in strengthening the CIO function at Headquarters Air Force include establishing the position of a new principal deputy assistant secretary of the Air Force for business and information management, a three-star equivalent.”

John Gilligan has been selected to fill the new

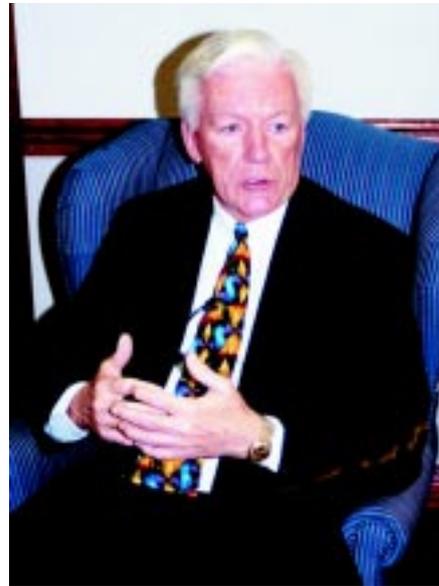


position. “We’re very lucky to get John (Gilligan),” Dr. Delaney said. “He’s a great guy. He’s well known inside the Air Force and he came to us from the Department of Energy as the CIO for Energy. Now he’s back in the Air Force. He will be the full-time person working CIO matters. Lt. Gen. John L. Woodward, John Gilligan, and I are the CIO team at Air Force headquarters. Mr. Gilligan will have the day-to-day responsibility of putting together the budget, doing the standards, working on the architecture, and making sure all of our systems are compatible and accessible.

“We’ll be focusing on several key things,” he said. “One, of course, is information security – having all the procedures and policies in place to ensure that our systems are protected from intruders. The standards will be another very important area that Mr. Gilligan will work with the people implementing IT systems.”

This IT revolution evolved after senior leaders conferred with industry experts earlier this year on tailoring current IT to Air Force requirements. Secretary Peters and General Ryan convened an IT Summit in July with major command leaders. They chartered 11 focus groups to lead the way for the Air Force in adopting best practices of industry.

“We believe it will empower individuals, and we believe it will empower them in such a way that we don’t fully see yet,” Dr. Delaney said. “What we experienced over and over again when we were talking to industry people was that they didn’t have a totally structured vision of what impact this Web-centric operation would have on their business. But they knew this was the right way to go. Once they started, the creativity exploded. For example, they said, if I can file my own travel reports and get paid in less than three days, what else can I do to this operation to empower the individual? When I look at the creativity in all the Air Force groups here, I think there are going to be ways of empowering the individual that we haven’t thought of yet.



We’re putting in place the structure so that all of this can be enabled.”

Dr. Delaney is excited about the possibilities that information technology brings. “It’s really the future of the Air Force,” he said. “There are two sides to this. One is obviously the administrative functions that we’re doing – and that’s already having an impact. We’re reducing the number of servers, for instance, that we’ve had in place and that’s going to create a lot more efficiencies.

“But information technology is also going to have tremendous meaning to the warfighter. It’s going to integrate many functions and reduce the time required to bring functions together in a warfighting operation,” he said. “We’re going to give the warfighter much greater access to a much larger amount of information and fuse various streams of information into a bigger picture — turning data into knowledge. That’s going to allow the warfighter to do things like affect space targeting and respond rapidly to developing situations. The opportunity to leverage information technology to bring us to a new level of warfighting proficiency is what we’re all about.

“What we’re doing here requires the support of every individual in the Air Force,” he said. “We believe it brings us into a totally new era of capability, where we actually provide the U.S. taxpayers and citizens a new level of assurance. I think we’re all going to be very satisfied with the new capability this gives us. It’s going to revolutionize the role of the Air Force.”

“... The opportunity to leverage information technology to bring us to a new level of warfighting proficiency is what we’re all about.”

Dr. Delaney

Deputy CIO:

Air Force seeks better use of IT to reduce costs and improve efficiency of business processes

By Len Barry

Air Force Communications Agency
Scott AFB, Ill.

John M. Gilligan sees some big changes – for the better – on the horizon for Air Force communications and information capabilities.

Appointed in September to the new position of Air Force Deputy Chief Information Officer, and Principal Deputy Assistant Secretary of the Air Force for Business and Information Management, Mr. Gilligan has already set several goals.

“I would like to rapidly reach a point where the Air Force is leveraging information technology for every facet of Air Force business to improve efficiency and to lower the cost of our Air Force operations,” he told *intercom* in an interview last month.

“In the area of infrastructure, I would like to see the Air Force reduce costs in the next couple of years by about a billion dollars a year,” Mr. Gilligan added.

“And then finally I would like to see the Air Force become recognized as the leader within the Department of Defense and the government on use and leveraging of information technology,” he said.

Coming to his three-star equivalent post from CIO for the Department of Energy, Mr. Gilligan is no stranger to the Air Force. After working in industry from 1975 to 1981, he entered government service, first serving in a joint program office, and then in various Air Force communications and information related positions at Hanscom AFB, Mass.; Scott AFB, Ill.; and Headquarters U.S. Air Force, before going to DOE in 1998, and then taking his present post.

“I’m the full-time person working CIO matters, and the second title indicates the emphasis the secretary and the chief have asked me to place on the business side ... and how we use information to better manage our business, and to better support the combat capabilities that are well described in the term ‘Agile Combat Support,’” Mr. Gilligan said.



John M. Gilligan

“In my role as deputy CIO,” he said, “I will focus on establishing a strategic vision for information technology and helping to define our Air Force information architecture; that is, what information is needed by whom to achieve our Air Force mission. An information architecture will help us determine where to invest our

funds and guide our efforts to achieve better integration of information across the functional communities. Other focus areas will include information assurance, and training for our communications/computers and information work force to provide the types of skills that CIOs are going to need, such as business reengineering, capital investment, planning and architectures.”

In his role as Principal Deputy Assistant Secretary for Business and Information Management, Mr. Gilligan said, “My responsibility is to help information and business process owners evaluate how information can be used more efficiently and effectively, and to find ways to apply evolving, leading edge technology solutions to improve our use of information and our business processes.

“We will be a catalyst for business process reengineering activities, using business cases to ensure that as we invest in information technology solutions, that we’re in fact improving Air Force operations and getting a return on our investments,” said Mr. Gilligan.

A closely tied responsibility is to help impact how the Air Force spends IT funds. He said various studies indicate organizations like the Air Force spend from five to ten percent of their budget on IT. With a budget of about \$70 billion, he said the Air Force is probably spending \$5 to 7 billion annually on information technology.

“Many of those IT dollars are not easily identi-

See **GILLIGAN** next page



GILLIGAN

From previous page

fied, because they're in various operations and maintenance lines throughout the Air Force, and we don't have an accounting system that lets us identify them," Mr. Gilligan said. "My objective is to establish processes that get us visibility on where those dollars are being spent, and ensure we look for opportunities to spend them more efficiently.

"Studies throughout industry and the government show we may be spending roughly \$7,000 per person annually for desktop support, including e-mail, office products, connection to local area networks and the Internet, and other support such as help

desks," he said. "Industry has shown that we can reduce those costs by 30 percent, and maybe more. Across the Air Force, this adds up to big dollars."

Mr. Gilligan explained more savings doesn't translate to less service. "In fact, in many cases you actually improve the quality of service," he said. "But in order to achieve these savings and service levels you need to move more toward standard configurations, enterprise-wide management and control of these capabilities."

Regarding the IT initiatives under way, Mr. Gilligan said Air Force people can look forward to some definite benefits. "I think individual Air Force members will find they'll have access to a wide range of information that'll

allow them to keep more current, to do their job much more completely from their desk, and from the standpoint of quality of life, to take care of routine administrative functions on line, at their convenience, in a much more user friendly way."

As to the implementation timetable, Mr. Gilligan said, "The intent is to really set an aggressive expectation. The proposed tasking that is now being coordinated is to have all of the support applications across the Air Force linked into the portal by next June, and to begin consolidation of base infrastructure in FY01. The opportunities and benefits to the Air Force demand proactive approaches and aggressive timetables."

STRATEGY

From Page 9

tary personnel flight by giving them on-line capabilities. Additional applications are under development and others are ready to field immediately on the Air Force Portal.

Functional applications offer on-line mission-related tools. vIL (installations and logistics) was the first family of functional applications to join the Air Force Portal, providing key decision makers more effective command and control via live status for aircraft, equipment and asset balances at select locations from a single log-in at the user's desktop. Already sold on the combat power of the network, the IL community was well down the development road to their own portal when they were asked to partner with the SC community under the IT Summit umbrella. Together, they brought vIL on line 10 months early and demonstrated simultaneous access to information from six different databases on one PC to some very impressed Corona Fall attendees.

Information services include downward directed and local subscription information, such as the Chief's Notices to Airmen, AEF updates, news (i.e., CNN, Early Bird, Air Force News) via Air Force Link, and local mission weather.

To complement these efforts, other IT focus groups are working on such issues as short-term and long-term resourcing, communications and computing transport layer architectures, and information assurance architectures. As the focus groups outline courses of action, they are taking advantage of lessons learned from the Defense Information Systems Agency e-mail server consolidation effort, the Navy and Marine Corps Intranet, and similar efforts in industry. The driver is to provide the same or better network capabilities and to do it cheaper by changing the approach to how the Air Force operates and manages networks and uses network applications.

"Gathering, moving and manipulating information is fundamental to everything we do in our Air Force," said General Ryan. "Air Force Vision 2020 acknowledges Information Superiority as a core Air Force competency because it provides our joint team the ability to control and exploit information to our nation's advantage and ensures we have decision dominance. Decision dominance means we can make smart decisions faster than our adversaries can. Wiser use of information technology is our edge.... We must continue to expand this decisive, network-enabled combat edge."

AF Information Enterprise CONOPS

What is an Information Enterprise CONOPS?

... the strategies, tactics, standards, processes, and procedures all of the people in an organization agree to use in order to ensure access to decision quality information for mission accomplishment.

The Air Force's vision for an Air Force Information Enterprise is an environment where expeditionary airmen can operate anywhere, anytime, and rapidly exploit information to effectively and securely execute operational



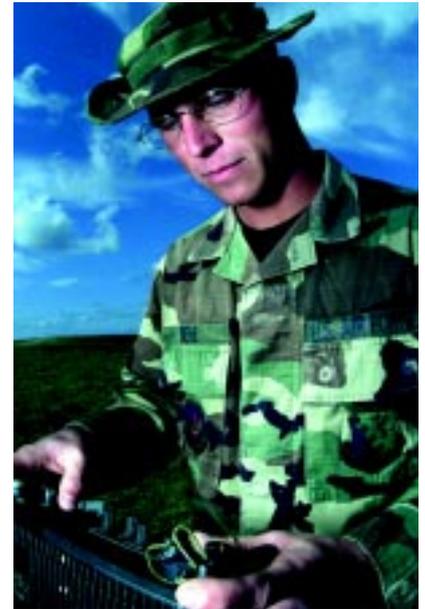
missions faster, better, and cheaper. The "e-Air Force" will be IT enabled, Web-based, and self service where operators can easily generate, obtain, manipulate, disseminate, and store information.

Users will have real-time, easy access to the right information in the right format, readily and easily use Web-based applications, and personalize their access to the enterprise to maximize their effectiveness.

This vision requires a roadmap, or Concept of Operations. One of the 11 IT Focus Groups chartered by Lt. Gen. John L. Woodward Jr., developed an Information Enterprise CONOPS, a framework for what must be a long-term commitment to achieving a robust, integrated IT environment that can support Air Force mission requirements.

The Air Force Information Enterprise will enhance the Air Force's command, control, and intelligence through information and connectivity and core services for all functional systems and their users. The enterprise will deliver critical information to commanders, operators, and all elements of the support community.

The enterprise enables every Air Force core



competency, links Air Force components to the joint community, and will be sustained and evolved based on this central theme.

Past notions of how users store, retrieve, access, use, and process information must give way to leading edge information management. Effective identification and implementation of information technology can vastly improve the way every airman, from the flightline aircraft mechanic to the Air Staff action officer, accesses and uses information to perform the mission.

Looking toward the future, the Air Force will continue to rapidly integrate the right new information technology into the Air Force Information Enterprise and make quantum leaps in improving Air Force operations.

By leveraging the full potential of Air Force information technology, the Air Force can make exponentially better use of manpower, training resources, and funds to ultimately enhance mission effectiveness.

Portal ... window to a Web-enabled AF

By Lt. Col. Don Greiman
DCS Action Group

Air Force DCS for Communications and Information

Have you bought or sold something using the Internet and the World Wide Web? Did you have training on how to do it or lots of expensive software? Have you ever been refused access because you were connecting from a different location or PC?

How about your Internet e-mail? Ever wonder why you can get the e-mail account or personal preferences for stock, local weather, or favorite Web sites regardless of where you are when you log in but your Air Force profile changes with every PCS? For that matter, how many times has your e-mail service asked you, or told you, to change your e-mail address?

The Air Force's top leadership wondered some of these same things at an Information Technology Summit last July and they decided to do something about it. *One Air Force ... One Network* is how the Air Force plans to give you the same kind of Web-simple applications, standard identity, worldwide connectivity the World Wide Web offers.

Secretary of the Air Force F. Whitten Peters met with 75 members of the *One Air Force ... One Network* transition team comprised of the best and brightest Air Force and industry experts in early August. Secretary Peters told them, "The end goal is helping our people keep up with an ever increasing workload, reducing the total cost and complexity of IT ownership, and freeing up our scarce IT workforce for AEF preparation and the kinds of duties we can't hire someone else to do."

"We need to achieve an enterprise condition by June 30, 2001," said Air Force Chief of Staff Gen. Michael E. Ryan to the same group. "The Secretary of the Air Force and I are as serious as we can be about making this happen."

"The Internet thrives on Web-enabled, self-service applications," said Lt. Gen. John L. Woodward Jr., Air Force Deputy Chief of Staff for Communications and Information. "That's where we need to take the Air Force as well."

Ever hear of entering data once and using it many times? Ever wonder if that would ever come true? Inspired by *One Air Force ... One Network*, the Air Force Personnel Center and the Air Force Communications and Information office built a working prototype of an Air Force White Pages that

marries the Air Force Personnel Data System (the same data that serves MPFs and the assignment system) with the present e-mail system.

The result is the ability to find and talk to any military, civilian, Guard or Reserve member with a few quick key strokes.

Even better, officials say it will soon be the only way anyone or any system will

collect your name, rank, duty location, phone number and e-mail address. "Can you imagine getting an e-mail address at basic training or commissioning and keeping it your whole career? I can," said Col. Mike Marro, Deputy Director of Plans, Policy and Resources, Air Force Communications and Information. "In, out, and mobility processing from your desktop, never having to give name, rank, and organization again at medical appointment check-in, for payroll allotments, or access to new computer applications—all use the same data."

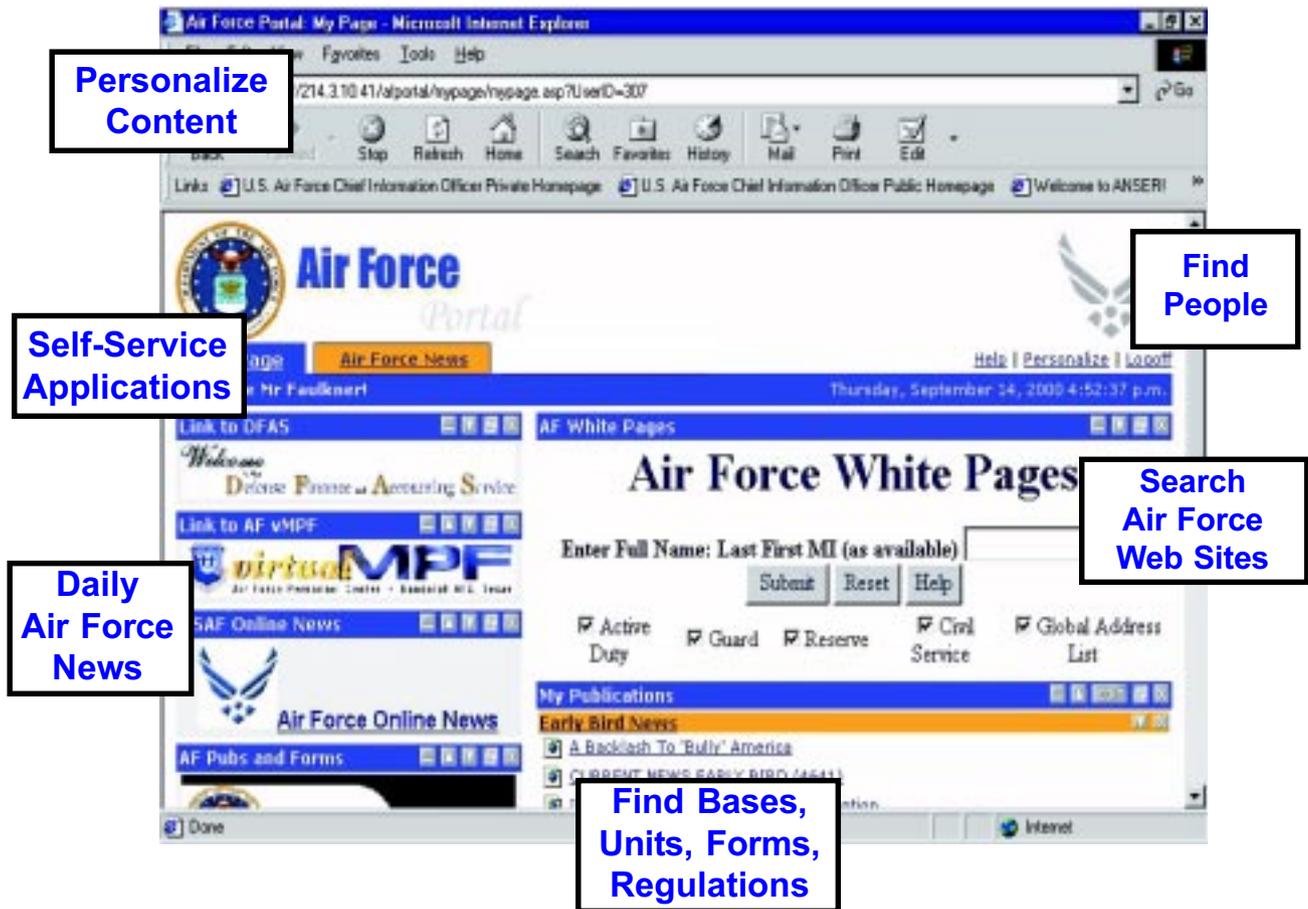
General Woodward said, "We've designed a working model of a standard Air Force Portal [a desktop heads-up display for Web applications], containing the Air Force Directory and demonstrated both to the Chief of Staff and all the MAJCOM commanders. We're calling it My.AF because we want our people to know they own a piece of this new Web-enabled Air Force."

One Air Force ... One Network. My.AF. The kind of change we can live with ... the kind of change we can't live without.



Air Force Portal ...

single entry point to Web-enabled applications



What is a Portal?

... a worldwide window that helps users easily and consistently collect and display information from Web-enabled, Air Force standard, PC applications in a personalized, tailored view of their desktop

... a picture based on set of standards, guidelines, and preferences that helps developers envision how new capabilities will fit into an organization's network environment and strategy for sharing information with the existing family of applications and data bases

... a tool that helps information and workgroup managers, systems administrators, and network technicians apply the technology and manage the connections that enable people to exchange information

IT initiatives give Air Force edge minus longer hours

By Staff Sgt. Cynthia Miller
Air Force Print News
Washington

One Air Force ... One Network translates to “killer applications and killer service, without killer hours,” an Air Force official said of the service’s information technology vision. Lt. Col. Don Greiman, Director of the Deputy Chief of Staff for Communications and Information Action Group, outlined a group of IT Summit initiatives designed to help people work smarter, while giving the Air Force a technological edge in gathering, moving and updating information.

After a July summit, 11 focus groups, comprising representatives from the major commands, Air Force agencies and private industry, convened to define the *One Air Force ... One Network* concept.

Three initiatives — the consolidation of e-mail servers, the design of an Air Force Portal and the establishment of an Air Force-wide directory — were briefed at Corona Fall 2000, a gathering of Air Force leadership Oct. 4.

“We’ve seen some tremendous gains in consolidating our e-mail servers,” Colonel Greiman said.

By consolidating, there is a less complicated network and fewer versions of different software being used, Colonel Greiman said. Therefore, people are able to focus on their jobs and do things more directly related to their Air Force Specialty Codes. “E-mail servers are just the tip of the iceberg,” he said.

Another initiative being developed is the Air Force Portal titled My.AF, which gives users a single point of access to hundreds of Air Force resources on line. My.AF ties applications into a single view and gives users the ability to personal-

ize their portals to fit individual needs.

“If you were to go out to a commercial ‘e-tailer’ to order a book, you don’t need training to order; it’s intuitive,” Colonel Greiman said. “The Web-enabled applications help you shop, check out and provide shipping instructions. This happens because someone thought the process through and arranged Web-enabled applications to help the customer and the information move easily through the transaction. That kind of self-service is what

we want to do for hundreds of Air Force processes.”

The concept behind development of the portal began last winter in response to a concern expressed by Ron Orr, Assistant Deputy Chief of Staff for Installations and Logistics, after he visited Air Combat Command’s Regional Supply Squadron at Langley AFB, Va.

Maj. Joe Besselman, Chief of Logistics Systems Modernization for Installations and Logistics at the Pentagon, believes Mr. Orr’s concern centered on the need for people to use multiple systems within the RSS to do their jobs. The portal puts all functional systems in one place, so the job could be accomplished from a single terminal.

The Standard Systems Group’s IL system program office initiated a prototyping of an installation and logistics portal, which later was evolved into the Air Force Portal, Major Besselman said.

“The portal pulls together essential functional systems into one place so RSS and Air Force Materiel Command’s supply chain managers can exploit better information faster to perform their jobs more effectively, delivering better support to the warfighter,” he said.

The last initiative briefed at Corona was the



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INITIATIVES

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Air Force Directory, or White Pages. It will function as a global addressing system and will include the names, duty stations, telephone numbers and e-mail addresses of all Air Force members.

“Every one of us at one time or another needs to find someone else in the Air Force,” Colonel Greiman said. He believes the problem with the current e-mail lists is they only have those people at your own base, plus those you’ve personally added. But there’s the whole rest of the Air Force out there. The same applies to telephone numbers.”

The white pages integrates data from the personnel data systems with base and major command global address listings, and creates an Air Force-wide directory available for everyone to use.

Colonel Greiman said 57 global address lists and two personnel databases have already been successfully linked, but there’s more to do.

“Not everyone in the Air Force has an e-mail address, but the white pages database doesn’t know that. If it sees a name, but no e-mail address, it makes one up based on the Air Force rules for constructing e-mail addresses,” Colonel Greiman said.

Another problem has to do with telephone numbers.

“The most interesting challenges aren’t technical at all,” he said. “Some base locator systems use a five-digit phone listing, some use a seven-digit DSN (De-

fense Switched Network), while others are commercial, and still others add the commercial or overseas prefix.

“Right now, the white pages list whatever we enter, no more, no less,” Colonel Greiman said. “We know this is just the beginning of understanding the importance of standardizing the way we do things Air Force-wide. In the very near future, each time we enter information, 775,000 other people could very well be counting on its accuracy.”

Aside from making people’s jobs easier, superiority on the information technology spectrum is viewed as a decisive weapon as outlined by Air Force Vision 2020.

“Information Superiority is a core Air Force competency because it delivers the ability to control and exploit information to our nation’s advantage and ensure we have decision dominance,” said Lt. Gen. John L. Woodward Jr., Air Force Deputy Chief of Staff for Communications and Information.

Information is a weapon, and Information Superiority is a decisive weapon. We need to place emphasis on information technology for four reasons,” General Woodward said. “To enhance decision-making dominance; to strengthen command, control and precision engagement; to work faster, covering a wider range of duties and responsibilities without increasing operations tempo; and to optimize our efforts to recruit, train and retain our vital IT workforce.”

Team effort develops Air Force Portal

MAXWELL AIR FORCE BASE, GUNTER ANNEX, Ala. — The Air Force Portal, recently demonstrated at Corona Fall at the U. S. Air Force Academy, was developed in just a few months at Headquarters Standard Systems Group.

The Logistics System Program Office at SSG began developing an IL-focused portal in June that was ultimately selected by the Information Technology Summit portal team that evaluated several portal implementations at the request of Lt. Gen. John L. Woodward Jr., Air Force Deputy Chief of Staff for Communications and Information.

The Air Force Portal is a Web-based doorway from any standard Air Force desktop computer into multiple Air Force systems – capability provided to the desktop and its users without the need for additional software to be installed on the desktop computer.

“Any authorized user can sign on to the portal from any Air Force desktop computer anywhere in the world and the portal will recognize that

See **PORTAL** Page 33

Information Services

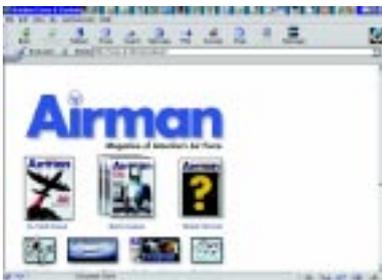


What are information services (syndicated information services)?

... information that is produced and presented (“pushed”) to all users (“subscribers”) based on widespread demand or on behalf of an organization’s corporate interests or desires



Examples of Air Force Information Services:



Examples of Commercial Services:



(The commercial sites depicted here are not endorsed by the U.S. Government, the Department of Defense, or the Department of the Air Force.)

Self-Service Applications

What are self-service applications?

... computer-assisted customer service that is so user intuitive or accompanied by automated guidance that expert assistance by a person is no longer required ... normally these applications are available via a network in the user's normal workplace or from a convenient PC



Examples of Self-Service Applications:

White Pages

... find anyone in the Air Force ... 775,000 active duty, Guard, Reserve members, and civilians



Current vMPF Applications:

Member Services

Duty History Inquiry
Personal Information
Humanitarian Assignment Application
Reenlistment Eligibility Inquiry
Overseas Returnee Counseling
Designated Location Move Application
Permissive PCS Assignment Program
CONUS Isolated Assignment Program
Join Spouse Assignment Program
Sole Surviving Son or Daughter Assignment Restriction
Proof of Service Letter
Initial Separation Briefing
Initial Retirement Briefing

Dependent Programs

Dependents Remaining Overseas Application
Early Return of Dependents Application
Exceptional Family Member Program Application

Functional Applications

What are functional applications?

... a computer program that automates a process used by a functional community, improving the speed, efficiency and quality of performance

... multiple functional applications with Web-enabled interfaces can improve the speed, efficiency and quality of performance of multiple processes, enable information gathering and sharing on a wider scale

Sample Family of Functional Applications
Single screen access to live data about equipment, stock control, aircraft, cargo and supply

The screenshot displays the Air Force Portal homepage. At the top, there is a navigation bar with 'My Page' and 'Air Force Sites'. Below this, a 'Welcome' message is visible. The main content area is divided into several sections: 'AFEMS' (Automated Flight Equipment Management System) with a large graphic; 'Stock Control System' with a '3CS' logo; 'Asset Inquiry' with a search form for National Stock Numbers; 'WSMIS' (Weapon Status Management Information System) with a 'Number of 999 Shipments' section and a search form for Stock Numbers; and 'Supply Information' with another search form. A 'Query Now' button is located at the bottom left. The browser's address bar shows 'Internet zone'.

- Better, faster command and control information to decision-makers
- Live access into Core Automated Maintenance System
- Fewer C2 systems; one log-on
- Minimizes training

Server Consolidation

Efficiencies from consolidation efforts add up to big savings for Air Force

When is less more when it comes to e-mail? Most would agree the glut of e-mail that greets us every day could use a little liposuction. A team of Air Force and industry e-mail experts have another target in mind. They're devising a strategy and game plan to reduce the number of e-mail servers, achieve a lower ratio of systems administrators to end users, and consolidate e-mail services in the fewest places possible without compromising security or service.

"By bringing all of the e-mail administration and equipment under one roof in the Air Force Pentagon Communications Agency, we've been able to cut the number of e-mail servers from 61 to 42, and hope to cut them another 50 percent in the next several months," said Col. Joe Laposa, AFPCA commander. "That means people from other functional areas who were taking care of a mail server as an additional duty could go back to work on the more pressing needs of their job and AFSC.

"We're looking at possible consolidation models," said Maj. Stan Andray, e-mail consolidation focus group leader. "In one case, we considered consolidating by major command--commanders would have more direct control over people and e-mail systems. But bigger economies would be pos-

sible if we could reduce our e-mail server farms to even fewer sites. The good news in either case is we've reduced the complexity at base level."

Either can work according to Col. Bill Cooper, Director of Mission Systems, Air Force Deputy Chief of Staff for Communications and Information. Colonel Cooper said in the near future, e-mail and many other commonly used applications may reside halfway across the country on a collection of file servers he calls a server farm. "Who cares where the service comes from as long as it's there every time you need it? Do you know where your favorite Internet home page physically sits or where the weather or stock market update come from as long as they're there when and where you want them? The potential savings through consolidation in cost and manpower alone are just too great to ignore," said Colonel Cooper.

The e-mail consolidation is part of a new information technology strategy Pentagon officials have dubbed *One Air Force ... One Network*. Secretary of the Air Force F. Whitten Peters summed up this new approach this way: "Everyone wants a worldwide network to plug into. We need one comprehensive game plan to make this happen. *One Air Force ... One Network* is it."

What does consolidation achieve?

... enables "massing" experts in fewer locations to increase mission synergy, depth and breadth of training, systems support and help desk coverage

... reduces system complexity and unplanned variation in kinds of services, configuration, and system maintenance

... helps improve information assurance by consolidating network command and control, reducing the number of Internet entry and exit ports, and increasing ability to watch friendly and suspicious activity more closely

**E-mail Servers, Transport Layer,
Information Assurance**

AMC leads way on e-mail consolidation

By Maj. Mark Luchs

*Air Mobility Command Network Operations
and Security Center
Scott AFB, Ill.*

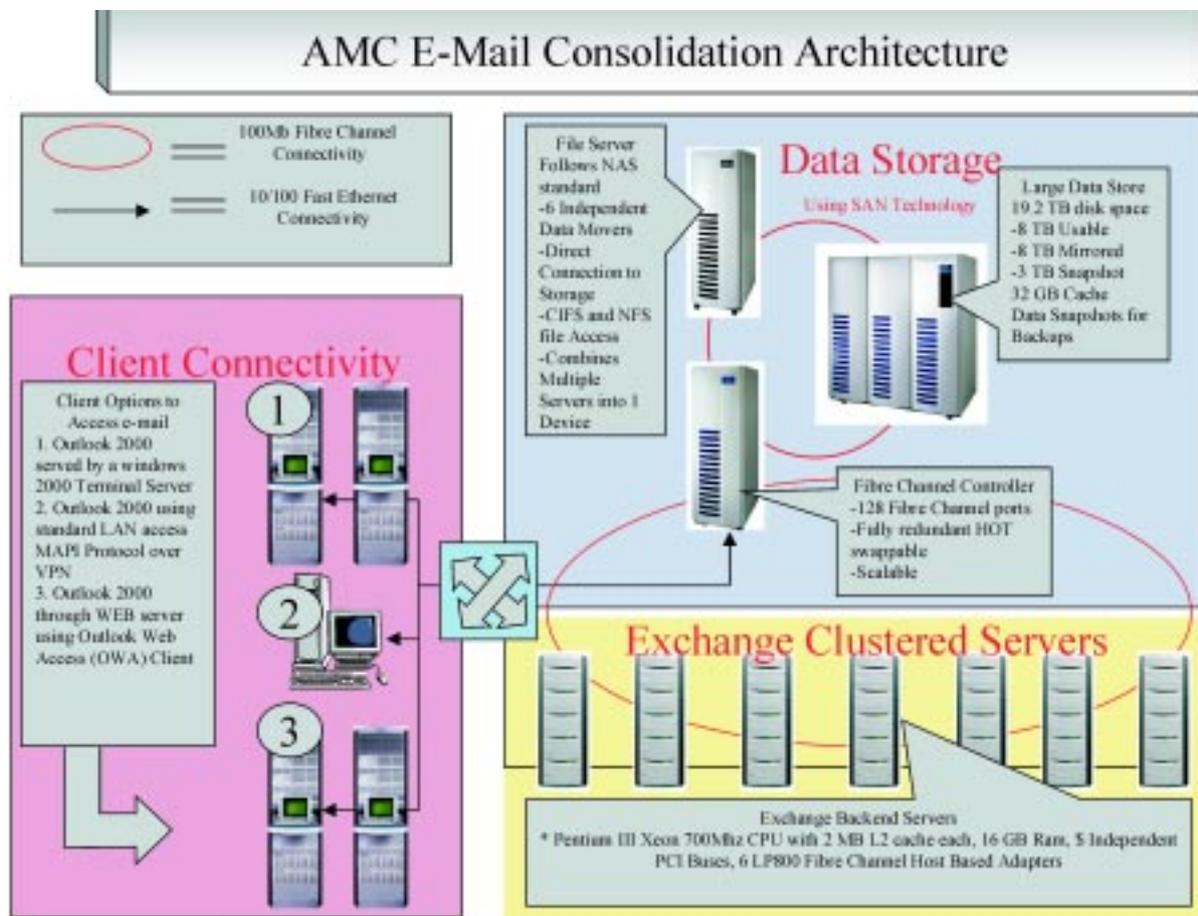
This summer, the Secretary of the Air Force and Chief of Staff of the Air Force sponsored a first ever IT Summit for Air Force senior leaders. The summit was the direct result of their earlier visit with IT industry leaders and a vision to fundamentally change how the Air Force employs and executes its IT resources. The summit pulled together the Air Force's best and brightest to partner with their industry peers. This unique mix of talent in one location had one objective ... improve the Air Force's combat power by leveraging the advantages of IT ... *One Air Force ... One Network.*

From the summit came a series of focus groups and three initiatives to position the Air Force for

21st century IT dominance. Those initiatives are an Air Force Portal (My.AF) where users can customize a Web page for their use; an Air Force White Pages to look up Air Force members (active duty, civilians and contractors), and a plan to consolidate e-mail service at a single location per major command or region. All of these initiatives were demonstrated at Corona Fall. Of these three initiatives, the Air Mobility Command commander volunteered AMC to lead the way on e-mail consolidation.

The first step in e-mail consolidation was to have all Air Force bases reduce the number of e-mail servers "inside the fence". The goal: reduce overhead as much as possible, eliminate duplication of effort and centralize control. In just a few weeks, the Air Force has seen a dramatic reduction in overall e-mail server numbers. This "in-

See **CONSOLIDATE** Page 24



CONSOLIDATE

From Page 23

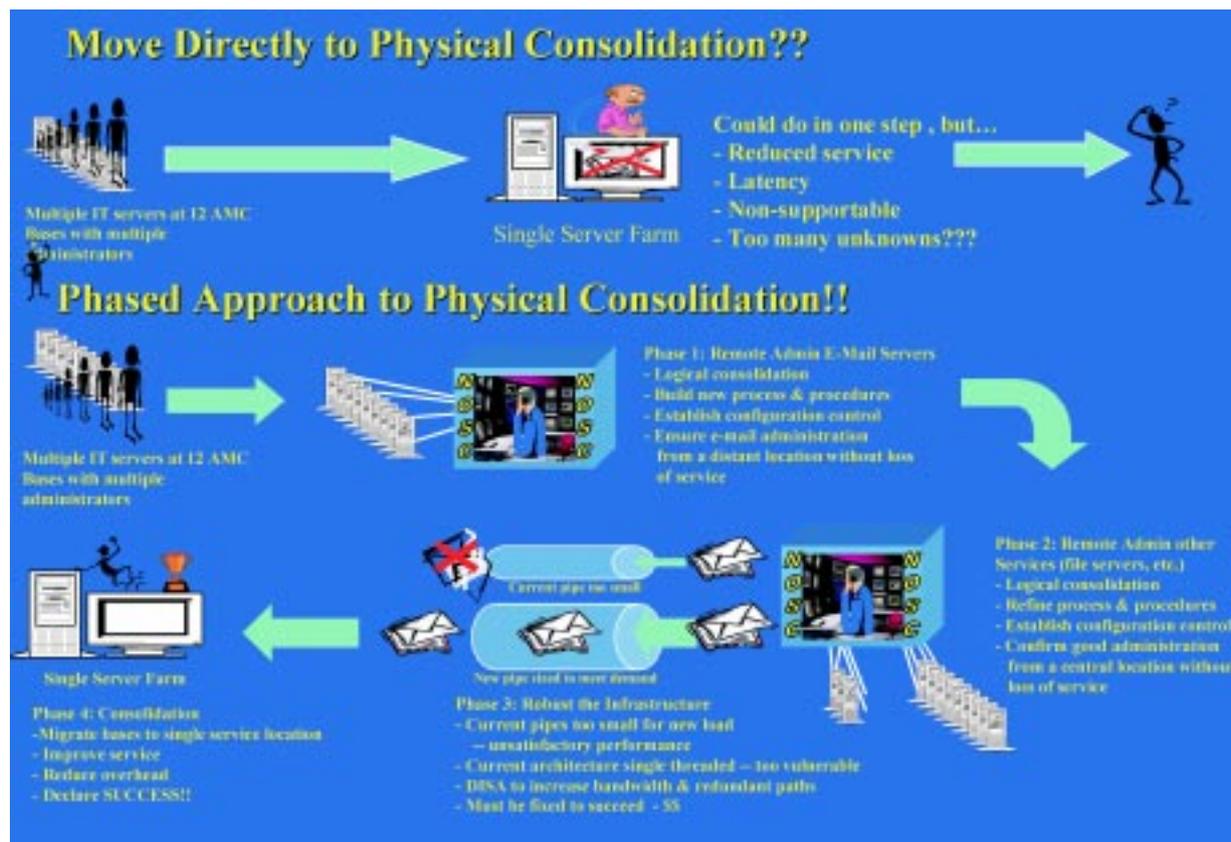
side the fence” consolidation has proved to be very successful and set the stage for AMC’s current e-mail consolidation planning.

AMC focused on four key items in building an Air Force solution. We developed a solution which will expand beyond e-mail – it is a strategy for the future. Those key items are: hardware, software, bandwidth and business rules. In the planning process we ensured items such as security, manpower, training and other support concerns were also addressed. We then used a four-phased approach to execute the e-mail consolidation construct – many of these items are now happening in parallel. The picture below shows those phases.

The first phase was remote administration or “logical consolidation.” In late August, AMC brought a systems administrator from each AMC base to the AMC Network Operations and Security Center to perform their duties via terminal services. In effect, we moved their office 1,500 miles give or take. Their support processes did not change and initially, system administrators followed their chain of command. Immediate benefits? You bet! When you put 12 very smart and

aggressive individuals in a room, they begin to teach each other lessons ... the crossflow of information is immediate. Additionally, when you can look into the 12 separate bases, you get “real” configuration control. Remote administration is not a technology breakthrough ... it is a cultural breakthrough. It sets the stage for moving operations to a central location, the AMC NOSC. You may be asking yourself how did AMC do that with the wing commander as the Designated Approval Authority? It would have been difficult without support from senior leadership at all AMC bases, but from day one AMC’s senior leadership has been a strong advocate of the IT initiatives and helped facilitate our efforts by moving DAA to AMC/CV with delegation to HQ AMC/SC.

The second phase is much the same as the first but expands to other IT services such as firewalls and file servers. Many of these phases have been happening in parallel while the first two phases have been ongoing. In phase three, we worked aggressively with other major commands and agencies to capture data to determine bandwidth requirements. Currently, you have 80 percent of your e-mail traffic moving inside your base with the rest traveling off base. Now, 100 percent is moving off base. This means a significant change in bandwidth. Air Staff is currently working with Defense





Information Systems Agency and commercial vendors to provide a “transport” solution that will allow the e-mail and other IT services to move to a central location without “hour-glass” latency to the customer.

Phase four is actual physical consolidation. To do that, AMC developed a technical architecture that could be applied across the Air Force and would account for more than e-mail. It also must support current Air Force trends, training, and support other IT initiatives. Industry is moving to Storage Array Network technology which means separating processing power from data storage. AMC used the SAN concept as the basis for its technical architecture but on a much larger scale ... starting to remind you of mainframes yet? The diagram on Page 23 provides a quick yet comprehensive look at our current technical solution:

What about software? The AMC NOSC selected Windows 2000 and Exchange 2000 as platforms for migration. They provide more capability and flexibility than the current NT 4.0 and Exchange 5.5 platforms. AMC and the Air Force have experience and training with these product sets. For those who might ask, “What about other platforms or products?”, they are being discussed by Air Staff and tested by other Air Force agencies for functionality and best business case. In AMC, we decided the next evolution of our current product set was the way to move forward quickly. Regardless of e-mail consolidation, the Air Force was moving down the Windows 2000 path.

Of course, many of you have already thought this all sounds great, but if you cannot get the connectivity, what makes the difference? Good point ... bandwidth is currently the crux of our effort. By partnering with Air Staff, major commands, Air Force Communications Agency and Defense Information Systems Agency, we have been able to quickly measure data to size the pipes. The initial numbers indicate 45 Mbs or T-3 for a medium size base (approximately 4,500 users). The AMC NOSC continues to work with Air Staff’s transport group to determine the best solution set for the Air Force. Yes, this must get solved quickly to move forward, so as you can imagine, new ground is being broken every day. When you talk connectivity, you must think wide, metropolitan and local areas—all are being addressed.

So, where are we in the effort? The storage hardware is being installed by the AMC NOSC and a site survey team departed for Charleston AFB, S.C. Charleston is leading from the front as the



Master Sgt. “Bud” Cool, Network Operations and Security Center, (right), provides a server consolidation update to (from left) Dr. Lawrence J. Delaney, Air Force Chief Information Officer; Brig. Gen. Walter Jones, Air Force Assistant DCS for Communications and Information; and Lt. Col. Jerry Pippins, NOSC commander.

first base in the Air Force to migrate its e-mail to a central location at the AMC NOSC at Scott AFB, Ill. A 45 Mbs point-to-point connection went across a Virtual Private Network. Charleston began its migration at the beginning of November and is scheduled to complete it Dec. 1. We will then solve problems, refine processes and capture data while at the same time line up the next victory.

How did we get here so fast and where are we going? AMC has had unprecedented support from all levels of leadership, major commands and industry. Some key areas being addressed by other organizations are AEF Support, Remote Access Service, Active Directory Services, Disaster Recovery, Defense Messaging System, and the list goes on. E-mail consolidation has been a total Air Force team effort, which continues to gather momentum and produce real victories.

It is an exciting time to be in the Air Force and especially in IT. Since the IT Summit, we have traveled and will continue to travel over new territory with every step. Our leadership and airmen are excited about all of the new initiatives and the benefits to be gained. IT warriors are defining how the Air Force will leverage and use its IT resources in the future. E-mail consolidation is just the tip of the iceberg – there are many more hills to take and victories to claim. We must maintain the IT Summit momentum by achieving early “wins” and providing real benefits. This will ensure we can realize the CSAF’s *One Air Force ... One Network* vision.

What's going on with your e-mail?

By **Capt. James W. Lamkin**
*Headquarters Air Mobility Command
Communications and Information
Architectures and Integration Division
Scott AFB, Ill.*

AMC is a key participant in two independent and highly visible C4 efforts: e-mail service consolidation and the global address list. The impacts of both will have a major effect on how AMC will communicate in the future.

It started July 6, when Secretary of the Air Force F. Whitten Peters and Chief of Staff of the Air Force Gen. Michael Ryan, hosted an Information Technology Summit for the major command commanders. Secretary Peters and General Ryan brought in representatives from four highly regarded IT companies to talk about how private industry was leveraging the latest technology to improve their business operations and increase profitability.

Air Force leadership saw the potential benefit for Air Force IT systems, and tasked the Air Staff and major commands to develop focus groups to jump-start the effort. Two of those tasks to be studied by the focus groups were:

Consolidate e-mail services to one site per base, and eventually one site per major command.

Create an Air Force Global Address List (GAL) that will allow any Air Force member to find information such as the phone number or e-mail address of any other Air Force member.

So, what is "e-mail consolidation" and what does it mean for AMC? AMC was chosen by the Air Force to serve as the lead command to develop the solution set for e-mail consolidation. Currently, all bases manage their own e-mail services and provide frontline support to their local customers. Under the e-mail consolidation proposal, all AMC Network Control Centers will transition their e-mail services to Scott AFB to be centrally managed by the AMC Network Operations and Security Center.

See **E-MAIL** Page 33

How you can help

Decrease the size of your e-mail account. Get in the habit of saving messages in your personal folders on your local hard drive leaving your 25MB or higher storage size for only very important items (i.e. hot issues) and your calendar events.

Empty your deleted items upon exiting. Many users often forget about their deleted items. Configure Microsoft® Outlook to delete your deleted items each time you close the program.

Delete your sent items. By default your sent items are saved on the server as a part of your account. Either move them to a personal folder or delete them.

Initiate automatic download to your personal folders Inbox. Microsoft® Outlook can be configured to automatically download to an Inbox (or any other folder) in your personal folders – a part of your .pst file.

Send a link not an attachment. Avoid filling a user's inbox with a large attachment. Instead send a link to a common or shared drive where you've posted the file. See your SA/WGM for permission questions.

Detach attachments. If you do receive an attachment and need to leave the message in your inbox, save the attachment separately on your PC or a shared drive.

Save important mail to your hard drive or separate location. The alternative to storing mail in your inbox is to save your mail to personal folders in your ".pst" file. This is a file containing all your personal folders and it is saved either on your personal computer's hard drive or on a shared drive (file server). The NCC recommends saving your .pst on a shared drive, but please see your unit SA for possible limits on those shared drives.

Resources and Acquisition

IT in a fiscally constrained environment

By Capt. Robert Lyman

Directorate of Plans, Policy and Resources
Air Force DCS for Communications and Information

The effort initiated by the Secretary of the Air Force and the Chief of Staff to move the Air Force toward network-centric operations presents extensive resource challenges. As such, a cross-functional resources team was chartered to develop a strategy for identifying funding, manpower and other resources to meet those challenges. The resource challenges fell into a number of categories.

First, there were immediate requirements necessary to support proof of concept demonstrations held at Corona in October.

Second, the Air Force needs to find resources out of existing budgets to support near term requirements in fiscal years 2001 and 2002.

Finally, future year requirements in fiscal year 2003 and beyond, need to be programmed.

A network-centric approach offers tremendous efficiencies through process reengineering that touches every area, including operations, logistics, personnel, financial, communications, security, etc. While the potential for a big return on information technology investment for the Air Force is widely recognized, there is a significant entry fee in up-front infrastructure costs.

Staffs from HQ USAF/SC, AMC/SC, HQ USAF/IL, and SAF/FM worked together to fund the \$1.8 million of fiscal year 2000 requirements leading

up to Corona Fall. These efforts were taken entirely out of existing budgets at the expense of other requirements. Estimates for FY01 costs exceed \$600 million, the bulk of which is in infrastructure costs. The Secretary and Chief added a request for \$189 million to the updated Air Force FY01 unfunded priority list forwarded to Congress.

Requirements for FY03 and beyond will be aggressively addressed during the Amended Program Objective Memorandum, which is currently being developed.

Even when the resources are identified, there are challenges in acquiring IT systems fast enough for them to remain operationally relevant before being surpassed by the next iteration of technology. The acquisition community recognizes that the current acquisition processes do not always keep pace with the light-speed development cycle of IT systems. They are working on creating responsive, agile mechanisms for making cutting edge IT capabilities available to

the field quickly. Expect to hear more as their efforts develop.

As we continue to move our Air Force toward network-centric operations, paying the bills will continue to be a challenge. Improving our IT capability means energizing everyone to identify functional areas where information technology can realize financial savings and improve mission effectiveness. That's how we make the Secretary's vision of *One Air Force ... One Network* a reality.



Air Combat Command



On Oct. 31, I cut the ribbon on the initial operational capability of Air Combat Command's new Coalition Air Operations Center-Experimental. This weapon system will bring profound change to how we conduct the air battle and halt and win against any aggressor. Underlying CAOC-X is the power of information technology.

IT is changing the way we fight tactically, operationally, strategically and in alliances. Advances in data links are moving shooters towards real time critical targeting. New navigation systems take the "search" out of combat search and rescue. IT is linking the pilot's eye to the bomb on target.

Space and theater sensors are being squeezed in new ways to maximize intelligence during all phases of an operation. Meanwhile, we're also going to Web-enable the cockpit and make the Air Expeditionary Force a worldwide weapon by reaching back home for support and maximizing combat power forward.

Command and control, logistics, intelligence,

fire control and battle management systems are being restructured and standardized to make air power the premier generator of massed effective force.

We will use IT to distribute realistic mission training in real time across multiple bases, and create synthetic mission operations capabilities.

Finally, we will never forget the importance of command as we improve systems that centralize control and decentralize execution of air power to assure victory whenever we go to war in the 21st century.



Gen. John P. Jumper
Air Combat Command
commander

Air Education and Training Command



Gen. Hal M. Hornburg
Air Education and Training
Command commander



Expanding and upgrading information technology will be a key enabler for improving AETC's core missions of recruiting, training and educating America's Air Force. By centralizing management of IT resources and investments, we will automate our process for buying computers and command-wide software licenses, privatizing or outsourcing command telephone services, and moving to a seat management concept for our networks.

Key to our education mission will be advanced distributed learning, using technology to provide "anytime-anywhere" instruction for greater accessibility at lower costs for course development and delivery. Instruction will be more effective and curriculum development time will be shortened to better respond to the needs of the Expeditionary Aerospace Force.

Taking advantage of IT is more than just applying the latest "gee-whiz" technologies. IT brings a new way of doing the mission, quicker, more efficiently, and easier. We need to make the most of what IT offers to us.

Air Force Materiel Command



One of my key objectives and visions in Air Force Materiel Command is to make sure we have a more prominent role in technology – especially information technology. And that's in every aspect of our business, from command and control and aeronautical systems to space systems and armaments. AFMC must have a viable role in the technology

venue.

We really want to create sort of an e-Air Force mentality, if you will, to help us all to do our jobs better, to be more efficient, to be more effective. We want to be an electronic age Air Force and to take advantage of emerging information technology tools resident in commercial entities. There are things like creating a single Air Force Portal, which provides a single point of access to allow us to find out what's going on in the Air Force and have interactive displays that talk about our Air Force initiatives.

One exciting area in AFMC is the capability and improvements information technology will bring to our acquisition and logistics missions. With real-time acquisition and logistics data available on demand by AFMC personnel, operational mission needs can be quickly worked, with bottlenecks identified, analyzed and resolved in a few keystrokes.



Gen. Lester L. Lyles
Air Force Materiel
Command commander

Air Force Reserve Command



Maj. Gen. James E.
Sherrard III
Air Force Reserve
Command commander



As part of the Total Air Force, the 73,000 citizen airmen of the Air Force Reserve Command depend on information technology to stay informed and ready to support the Air Force mission. In the coming years, we will increasingly rely on *One Air Force ... One Network* to get vital information to Reservists.

Air Force Reserve members need easy access to essential information from home in order to prepare for training and deployments. Based on unit Reservists and individual mobilization augmentees having limited time for training, they will be eager customers of the My.AF portal to access key training resources and services. Emerging IT solutions like this offer us opportunities to bridge the gap between Reserve training and deployments while maintaining unit integrity at all times.

The increasing role of the Air Force Reserve around the world makes these emerging technologies more important than ever.

Air Force Space Command



**Gen. Ralph E. "Ed"
Eberhart
Air Force Space
Command commander**



AFSPC is on board to make the *One Air Force ... One Network* vision a reality. The thrust of this vision involves making some fundamental changes in how we leverage information technology to help us do our jobs. Our ongoing approach of treating networks as if they were weapon systems fits the *One Air Force ... One Network* vision perfectly. Major decisions and initiatives with respect to network strategies and standards, electronic addressing, and Air Force Portal creation are under way. As a practical matter, this means more standards, tighter configuration control and more efficient processes for change and innovation. The Secretary of the Air Force, the Air Force Chief of Staff, and all commanders have made a full commitment through these initiatives to harness the best of leading edge technologies and the best of breed industry practices to deliver leaner and more cost effective, yet decision quality information to every user. In fact, General Ryan recently issued NOTAM 5, which addresses his commitment to this vision in which I added Space Command's full support to be a leader in this effort. The key will be to ensure that our constructs remain responsive to mission needs, while making optimum use of our people and resources.

Air Force Special Operations Command



For Air Force Special Operations Command warriors, being on the "cutting edge" of technology is vital. Our warfighters are deployed around the globe, often in austere locations, so information technology is critical for global command and control of our forces, and is a decisive tool for mission planning and execution.

We are always looking for innovative ways to use information technology to support our warfighters, streamline management of our resources, and ensure the right information is available at the right time to the right people.

The future continues to look bright because on-going Air Force information technology initiatives, such as those spawned by the recent IT summit, offer the promise of more effective operations, as well as cost savings for both our people and resources. AFSOC warriors look forward to the advances these technological developments will bring to our command and our Air Force.



**Lt. Gen. Maxwell C. Bailey
Air Force Special Operations
Command commander**

Air Mobility Command

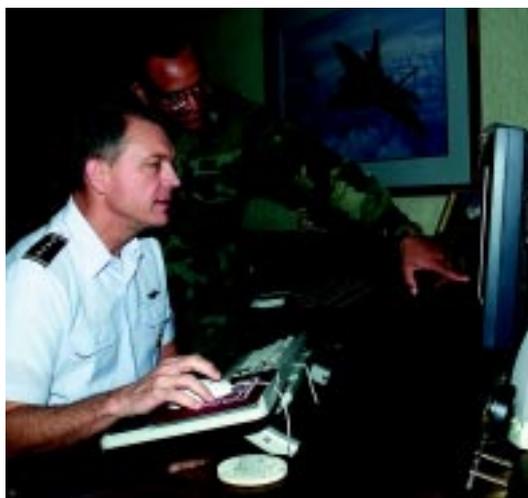


Air Mobility Command is excited about leading the Air Force's Information Technology revolution. Our efforts to build "Centers of Excellence" by centralizing e-mail and other computer network services at one location will pay long-term dividends. These "Centers of Excellence" will provide our warfighters the information superiority required to maintain battlespace dominance ... the right information to the right person at the right time. Equally impressive are the scope and magnitude of our efforts to make Mobility 2000 ... or M2K ... a reality. M2K will revolutionize our command and control system by providing a near real-time, global, end-to-end digital data link to and from AMC aircraft and our command and control centers. Ultimately, M2K will give us real-time command and control, significantly increasing support for AMC aircrews and improving our overall effectiveness. We have "our best" focused, motivated and engaged ... making yesterday's ideas today's realities! Air Mobility Command—setting the standard for *One Air Force ... One Network!*



Gen. Charles T. "Tony" Robertson Jr.
Air Mobility Command commander

Pacific Air Forces



Gen. Patrick K. Gamble, Pacific Air Forces commander, sets up his Gateway interface, with help from Senior Master Sgt. Mick Johnson, PACAF Communications and Information directorate.

My goal is to improve efficiency through economies of scale, reduce our information protection vulnerabilities and costs while increasing the accuracy and speed of our information flows. Ultimately we will achieve advantages through innovative solutions that incorporate a wide range of business processes, IT capabilities and seamless information exchange. As a command, we've embraced AFWAY, but we took it a step further by making bulk purchases at our bases to achieve even greater cost savings. During year-end closeout we saved more than \$250,000 alone, which we reinvested back into IT. In an effort designed to complement the Air Force Portal, I established the PACAF Gateway, a MAJCOM-oriented Web interface for PACAF users to access regionally focused classified and unclassified network information. Finally, PACAF is consolidating our area network infrastructure through a phased approach beginning first with mail and file servers, and eventually expanding to support all functional servers and network devices. This initiative consolidates all unclassified and classified servers operating on each PACAF main operating base and geographically separated unit into the base Network Control Center. Our aim is to establish four regional centers which will be located throughout PACAF in a way that allows for even further server consolidation command-wide.

United States Air Forces in Europe

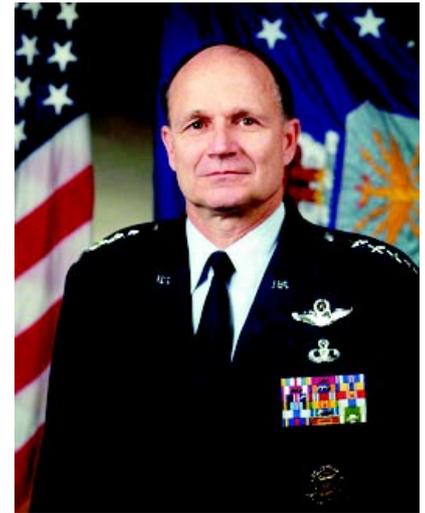


The United States Air Force has always been committed to leveraging advanced technology to improve our mission capability. A quick look at the history of our aircraft shows how far we've come in just over 50 years. What used to take squadrons of bomber aircraft to accomplish can now be accomplished by one aircraft.

But in many ways today's Air Force isn't much different than it was 50 years ago. Unlike our advances in aircraft, we haven't taken full advantage of the technology we have on our desks. Air Force members still shuffle from office to office for many of the internal business processes we use to support our force. Secretary Peters and General Ryan's vision of *One Air Force ... One Network* prepares us for making the same advances in our network weapon systems as we have with our operational weapon systems.

Many of us are already able to access critical personnel, equipment, materiel, and intelligence information through a few mouse clicks via a Web browser; however, the process is still too sequen-

tial and manpower intensive. So it's time for us to reengineer how we use technology to assist our people. We must adopt parallel and collaborative processes so we can deliver integrated, easily accessible information to decision makers – quicker. At the same time, we must follow industry's lead and make as many as possible of our customer service related actions self-service. We have an abundance of technology and a scarcity of people – so let's use the former to gain the greatest advantage. Join me in seizing these opportunities.



Gen. Gregory S. Martin
U.S. Air Forces in Europe
commander

Air National Guard



Maj. Gen.
Paul A. Weaver Jr.
Air National Guard director



Web-based technologies provide an unprecedented step forward in meeting the information needs of our traditional Guardsmen and women. The Air Force's IT initiatives meet the long overdue requirement of the citizen airman—to be able to interface with their unit, anytime, anywhere. These Web-based innovations provide instant desktop access to time-critical mission data to Guardswomen and men throughout the nation.

The Air Force Portal gives each airman personalized real-time notification about readiness requirements, deployment information, and allows them to more effectively interface with their units. Additionally, self-help services such as the virtual MPF and on-line access to personal and financial information clear the way for more productive weekend training periods. Within the Air National Guard, this effort may provide one of the greatest improvements in morale, mission readiness and personnel retention.

E-MAIL

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The long-term goal is for AMC to not only centrally manage e-mail services but other network functions also. This centralized solution provides a single common operating environment vice 12 (i.e., one for each AMC base). Additionally, the standardized solution makes operations and maintenance cleaner and quicker, and will lower equipment life cycle costs. The AMC NOSC is in the first stages of implementation so users may not have noticed any changes yet; however, users command-wide will most likely have noticed the impact of the GAL.

The GAL is designed to function just like the white pages in your local telephone book. It is essentially an AF-wide directory providing e-mail addresses and phone numbers of all members and organizations. Previously, for a user in AMC to e-

mail data to a counterpart in another major command, the sender either had to know the e-mail address already, or had to call the recipient to get the address. With the GAL, we are now able to look up anyone (Air Force wide) that is currently active in the Air Force GAL.

You will not see every base in the Air Force

GAL right away as this is a tedious and time-intensive replication process, but eventually all of the Air Force will be in the GAL. This also means you will have many more names to choose from in your address book; currently, there are more than 425,000 e-mail addresses in the GAL.

Some steps you can take to make the process quicker are to use 'lastname firstname' in your

addressee line. You can also select your base name from the base/level section of the Global Address List. This will display only those e-mail addresses at your base. If you have any questions, please contact your workgroup manager.



PORTAL

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user and present the user's personalized page without any need to specially configure the local machine," said Lt. Col. Mark Bryant, assigned to the SSG Software Factory.

"The portal gives each user control over the look, feel and content of the data presented," Colonel Bryant said. "With just a few mouse clicks, a user can personalize their page to select news, weather, standardized Air Force content such as the Virtual Military Personnel Flight, Early

Bird, Air Force News or electronic forms and publications.

At this point, Colonel Bryant added, select IL applications such as the Standard Base Supply System and the Stock Control System have been adapted to the portal, which have, in the past, been accessible only via specially configured desktop computers.

Access to applications via the portal is role-based, he explained. "Based on a user's general role in performing the Air Force mission, a subset of all available content is made available. Finance people, for example, could choose from available financial applica-

tions, but would not be aware of medical or civil engineering applications. If a user's role changed, a new set of applications would be made available."

Teaming with SSG to develop the Air Force Portal were the Materiel Systems Group and MITRE Corporation, assisted by integrating contractors SYTEL, Enterworks and Plumtree corporations.

The portal is hosted by the Defense Information Systems Agency at Gunter Annex and accesses other computer systems located worldwide.

Focus groups demonstrate new IT capabilities

Members of IT focus groups had an opportunity to demonstrate new IT capabilities to the Air Force's senior leaders during Corona Fall at Colorado Springs in October.

"We're revolutionizing the way we move information in the Air Force," said Lt. Gen. John L. Woodward Jr.

"These focus groups are literally the turning point for what is happening in the Air Force today. The knowledge-based activities they are working on are right on target—self-service functions that empower each of us.

"If we can produce the kinds of capabilities that we've turned out in the past three months, just imagine what we can do over the next year," he said.



Information Technology Demos ...

Lt. Col. Dave Packham, Air Force Portal Focus Group Leader and Chief of the Information Management and Dissemination Branch, Air Force Deputy Chief of Staff for Communications and Information, demonstrated the over-

"We developed the Air Force Portal in about six weeks by leveraging an effort already underway within the Air Force Installations and Logistics (AF/IL) community. This allowed us to create an operational capability by Corona Fall, which

all capabilities of the **Air Force Portal**, dubbed My.AF.

"We were able to demonstrate the portal to the entire Corona group of attendees one-by-one. Spouses also asked about portal capabilities and what the emerging technology would mean in the lives of Air Force members and their families.

"The Secretary, Chief, Air Force Chief Information Officer, and Air Force CIO deputies gathered at the My.AF portal demo for a group photo to commemorate the signing of the Portal Certificate of Networthiness by Dr. Lawrence Delaney, the Air Force CIO.



Lt. Col. David Packham demonstrates the Air Force Portal, dubbed My.AF, to Lt. Gen. John L. Woodward Jr., Air Force Deputy Chief of Staff for Communications and Information, during Corona Fall.



was our July IT Summit tasking. In that short time we were able to bring 23 Air Force applications as well as news, weather, and other information services.

“Our vision is to provide a portal that will serve every Air Force member by providing easy access to the complete set of network-centric information and applications required to do their jobs. The portal will present a role-based custom view which

individual users will be able to tailor to meet their unique mission requirements. The portal will be accessible anywhere, anytime via a simple Web-browser interface.

“The portal will be hosted on the Global Combat Support System which will also provide a path for integrating applications onto the portal. Our goal, as defined by the Chief of Staff, is to have a fully capable portal by June 30, 2001.



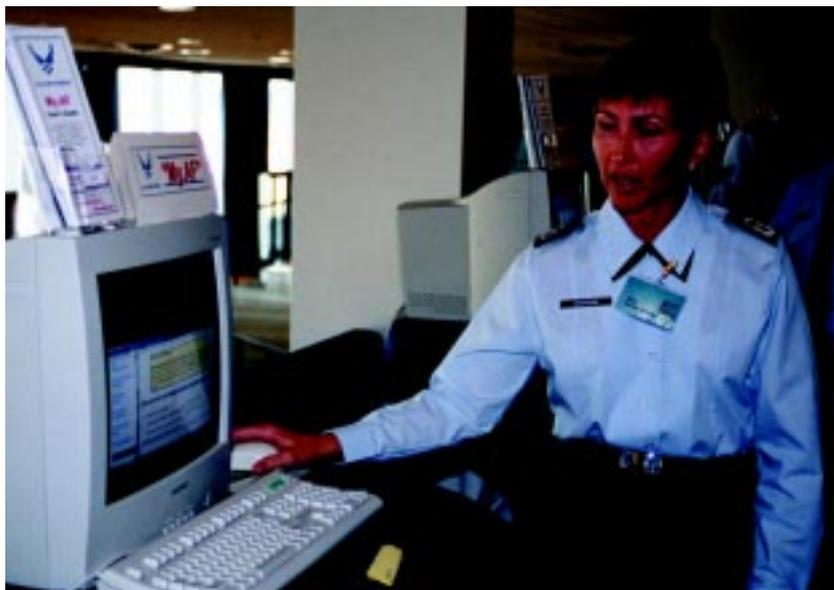
Master Sgt. Michele A. Jackson, Superintendent of the Knowledge Management Section, Air Force Personnel Center, Randolph AFB, Texas, demonstrated the Virtual Military Personnel Flight. vMPF was created to provide efficient, accurate and convenient personnel services to all Air Force men and

women on a 24/7/365 basis.

The vMPF is a secure, Web-based link to each Air Force member’s personnel records. Once an account has been established, members are able to access their personal records and conduct their personnel transactions via the Web on a self-service basis from any computer with Internet capability, whether it’s at work, home, TDY, or at the Internet café on the corner.

It was created and designed to provide better customer service while at the same time improving data quality for our customers, commanders and personnel managers.

Presently, the vMPF is limited to simple voluntary member actions, data retrieval, and program counseling. The demonstration at Corona highlighted the 16 self-initiated applications currently available. They include the CONUS Isolated Assignment, Dependents Remaining Overseas, Designated Location Move, Early Return of Dependents, Exceptional Family Member Program, Humanitarian Assignment, Join Spouse Assignment, Overseas Returnee Counseling, Permissive Perma-



Master Sgt. Michele Jackson explains the features of the Virtual Military Personnel Flight.

nent Change of Station, Sole Surviving Son or Daughter Assignment Restriction, Proof of Service Letter, Duty/Employment History Inquiry, Reenlistment Eligibility Inquiry, Initial Retirement Briefing, Initial Separation Briefing and Personal Information.

In the future, the vMPF will provide the capability to submit personnel transactions to the Air Force Personnel Center as well as update personnel records directly.

“Anything you can do now voluntarily, you will be able to do through the vMPF. A consolidated, Web-enabled contact center will provide the necessary human element when our users have questions or need guidance on the same 24/7/365 basis,” said Sergeant Jackson.

For additional information on the vMPF, visit <http://www.afpc.randolph.af.mil/km/vMPF/vMPFHelpHome.htm>



Master Sgt. John E. Smith, superintendent, AFORMS Requirements, and Staff Sgt. Larry A. Charbonneau, Web Application Developer, Standard Systems Group, Maxwell AFB-Gunter Annex, Ala., demonstrated the Air Force Operations Resource Management System during Corona.

AFORMS is a client server based computer system used to track flight-related information on aircrew personnel. AFORMS was tasked after Air Force Secretary F. Whitten Peters visited West Coast technology vendors in May 2000. "Within 120 days, demonstrate the capability to provide aircrew personnel secure web access to their personal flight information from any AF.mil Web screen."

AFORMS stood up a special Web team (consisting of AFORMS functionals and JAVA programmers) at the Standard Systems Group to Web-enable a portion of AFORMS by developing to the industry standard J2EE architecture.

At Corona, AFORMS demonstrated this new

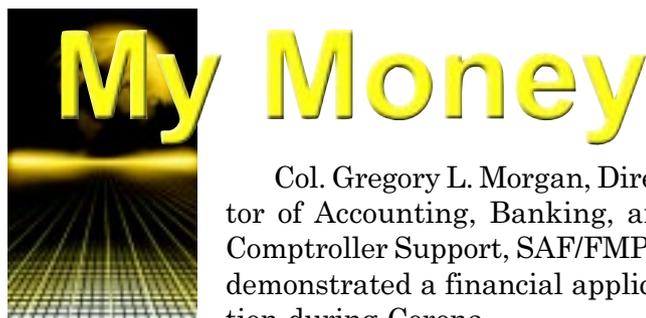
capability, plus additional access to AFORMS information through the use of an ad hoc query tool. The demonstration showed that AFORMS could have information available to different management levels (Squadron, Group, Wing) via automated real time report generation instead of the current system of static reports that are only current as of report runtime by Operations Resource Management career field personnel. They would still create the reports locally, allowing management to decide what information they want in the reports. Once published on the Web, these reports would go to the data base to get real time information when selected.

Currently aircrew personnel have access to printed reports that have all their training and flight information. The demonstrated system keeps current functionality and does not require them to look through multiple pages of training information to find what training is remaining and when it is due.

If funded, these AFORMS capabilities would be available in the future. The project was a joint effort between the Air Force and industry. The main players were: Standard Systems Group, BEA, Business Objects, IBM, iPlanet, Oracle and Sun.



Master Sgt. John Smith and Lt. Gen. John L. Woodward Jr., talk about Web access to AFORMS.



Col. Gregory L. Morgan, Director of Accounting, Banking, and Comptroller Support, SAF/FMPC, demonstrated a financial application during Corona.

"The Air Force Portal is also the gateway to 24x7 pay information," said Colonel Morgan. He demonstrated the first edition of My Money. This module which can also be visited

directly at <http://saffm.org/afmm> provides one-stop shopping for financial questions that Air Force military members and civilian employees are likely to have.

"The site is designed to be simple to minimize load time and has four major areas: military pay, civilian pay, travel, and personal finance," said Colonel Morgan. "For example, by clicking 'civilian pay' a civilian employee can see pay charts, calculate the pay impact of a raise or promotion, check on retirement funds and gather a wealth of information on pay issues."

Starting this month, Employee/Member Self



Service begins, which allows a secure access to a personal LES and the ability to change allotments, tax withholding, etc. The military pay link provides a similar range of information although military members will not be getting EMSS passwords and access until early next year. The travel link can take users to per diem rates, phone numbers of all DOD billeting, availability of lodging and meals, and travel regulations.

Other useful travel data such as government airline ticket prices, hotel exemption forms, and even a link to government travel card accounts (must request password) are available. In the personal finance section is an even wider range of useful financial information such as loan calculators, personal financial planning tips, mortgages, auto loans, taxes, or



Lt. Gen. John L. Woodward Jr., listens to Col. Greg Morgan's briefing about the conveniences and services offered by My Money, a financial application demonstrated during Corona Fall.

even savings bond purchases.

My Money will not only save trips to the finance office lobby, but gives users the tools to make a real difference in their personal financial fitness.



From left: Lt. Gen. John L. Woodward Jr., Maj. Joe Besselman, Capt. Eric Ellmyer and Senior Master Sgt. Jeff Hotmar discuss the capabilities and services provided through vIL.

Maj. Joe Besselman, Senior Master Sgt. Jeff Hotmar and Capt. Eric Ellmyer demonstrated the vIL portion of the Air Force Portal during Corona Fall.

Major Besselman is Chief of Logistics Systems Modernization, Air Force Deputy Chief of Staff for

Office, Logistics Transformation Team, ACC and Air Mobility Command RSS, and Defense Information Systems Agency communities. "It would not have been possible without an unprecedented

Installations and Logistics; Captain Ellmyer is Chief, Supply Procedures and System Modernization at Headquarters Air Combat Command; Sergeant Hotmar is an F-16 weapon system manager at ACC Regional Supply Squadron.

The development and fielding of the Air Force Portal was a team effort between the SC, IL, IL System Program

See vIL Page 38

vIL
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level of teamwork achieved by a very small Air Staff team led by Lt. Col. David Packham; SPO team led by Debbie Irvin; RSS team led by Captain Ellmyer and Sergeant Hotmar; logistics transformation team led by Tom Girz and Sam Penartz; and DISA team led by Rickie Fleming and Dennis Leatherwood,” said Major Besselman.

“The IL portlet within the Air Force Portal is an actual operational capability that we’ve already rolled out to the B-1 cell within ACC’s Regional Supply Squadron and AFMC’s B-1 Supply Chain managers,” he said. “IL already had a plan for the use and exploitation of a portal before the IT Summit, but we weren’t anticipating using it operationally in any significant capacity for probably another one to three years.”

“Lt. Col. John Courtney, our IL SPO lead, started the portal project in May 2000 in response to feedback we got from people who visited the ACC Regional Supply Squadron. Too many people had to do their jobs off of too many terminals to access too many systems. Wouldn’t it be great if we could deliver to our IL/LG customers a singular desktop that would give them access to all of their systems—where they could go to one place to get all IL information and a site that could help to integrate that information?” said Major Besselman.

By July 2000 the IL portal was prototyped and the Air Force Portal team spawned by the IT Summit selected it for the initial delivery of the Air Force Portal. IL provided about 80 to 90 percent of the funding and all of the hardware to field it. “We have 10 to 15 IL-related systems accessible via the Air Force Portal now and several new capabilities previously unimagined: live drill-down into Core Automated Maintenance System and Standard Base Supply System to provide real-time readiness status of aircraft and the ability to roll-up that status across CAMS accounts,” said Major Besselman.

“We will continue to grow the IL capability in the portal at ‘dot com’ velocity with monthly deliveries. The IL SPO further exceeded our expectations when they released another version of the IL portlet within two weeks of Corona that showcased a new logistics command and control feature that was just a concept a month ago.”

In the near future, according to Major

Besselman, all of the men and women working in the installations and logistics community will use the IL portlet within the Air Force Portal to:

a. Perform virtually every facet of their job ... if they work in the warehouse to support the LG, they’ll have access to the warehouse “gadgets” (software functions). All systems and functions of installations and logistics will be able to be done via a suite of IL gadgets.

b. Deliver better information faster by marrying historical to live information. For example, today the key aircraft metrics that are staffed each month up to the Chief of Staff and the major command commanders are compiled over a 45-day process in which thousands if not tens of thousands of hours go into their coordination. Furthermore, those numbers go from CAMS and G081 into Reliability and Maintainability Information System and then into Multi-Echelon Resource and Logistics Information Network, with the latter two systems merely reformatting/compiling the information (they’re not actual sources of data). Still further, across all active bases, thousands of staff hours go into reporting daily/hourly aircraft status up the chain of command.

“Collectively, all of that labor is a cost of negative quality because we really have the ability to make our systems do that tedious and arduous labor completely,” said Major Besselman. “The IL portal will impose that labor on the systems to report information in real time to whatever leader requires it and has the requisite permissions.”

c. Single log-on to gain access to all functions. For example, the typical MICAPer within ACC has to keep track of more than 45 user IDs and passwords to get access to all accounts they require. “This is too much to expect our people to do securely,” said Major Besselman.

d. Deliver standardized systems and a common, familiar user interface to minimize training across the Air Force. “We want our airmen to be able to PCS from one command to another and immediately be productive,” Major Besselman said. “We can’t always do that now due to the variety of systems performing common functions. We will use the portal to make it easier for our airmen to do their jobs effectively.”

Bringing people, information technology together

By Mark Davidson

*Communications and Information Career Program
Randolph AFB, Texas*

With the Air Force Information Technology Conference recently over and IT as the primary theme of the *intercom* this month, there is no doubt that IT continues to be a paramount concern during planning and implementation of Joint Vision 2020. However, IT will be of little consequence if we do not have sufficient communications and information professionals to implement and administer new and existing information technologies. It is imperative that we, as Air Force employees, encourage people to join our Air Force military and civil service workforce if we want to achieve our vision and maintain a strong Air Force.

One goal of the Communications and Information Career Program is to bring people and information technology together by recruiting interns into the CICIP PALACE Acquire Program.

PALACE Acquire is a two-to-three year, entry-level program designed to attract high-potential men and women to careers as Federal employees with the Air Force.

Last fiscal year we hired 28 interns (or PAQs) into the CICIP PALACE Acquire Program—three more than our initial allocation. Twenty-four began their Air Force civil service careers as telecommunications-computer systems specialists; two as computer scientists; one as a computer engineer and one as an electronic engineer.

These interns bring a broad range of knowledge and experience to the communications and information community in support of the Air Force IT mission. Some have recently obtained their bachelor's and master's degrees while others have a combination of education and private industry or military experience. Each PAQ brings new ideas and enthusiasm into the Air Force. If you have

CICIP PAQs working in your organization, encourage them to share their ideas about information technology and how it may benefit the Air Force. Their education and experience will likely provide stimulating conversation, and more importantly, new ways to consider implementing IT into our day-to-day activities.

This fiscal year we are authorized to fill 30 additional allocations. CICIP PALACE Acquire field recruiters at Kirtland AFB, N.M.; Maxwell AFB Gunter Annex, Ala.; Randolph AFB, Texas; Robins AFB, Ga.; Scott AFB, Ill.; and Tinker AFB, Okla., will greatly assist us in the recruiting effort. They will market our unique career opportunities by attending university job fairs and other recruiting events, targeting senior undergraduate students with IT degrees. Some of our PAQs will also provide invaluable assistance by promoting the PALACE Acquire Program and steering interested candidates our way.

Senior Air Force leaders plan to increase the number of CICIP PALACE Acquire allocations for fiscal years 2002 through 2005. This increase is due in part to the growing number of Air Force civil service employees that are nearing retirement eligibility. Current estimates project hiring will increase to 45 CICIP PAQ allocations for FY 02 and potentially higher numbers for future years.

We are all Air Force recruiters. With projected increased hiring of communications and information PAQs for future years, we will be asking for your assistance in recruiting and mentoring these new employees. You can assist our efforts by encouraging interested candidates to contact us at 1-800-847-0108, extension 3045/3046, or DSN 665-3691. Our e-mail address is cicppaq@afpc.randolph.af.mil.

Find out more about the program at <http://www.afpc.randolph.af.mil/cp/cicp> in the CICIP PALACE Acquire section. See you on campus.

**"Through *One Air Force ... One Network*,
the Air Force is changing
how we leverage information technology
to improve combat effectiveness
and daily mission performance."**

*Lt. Gen. John L. Woodward Jr.
Air Force Deputy Chief of Staff
for Communications and Information*