OPTIMIZING THE SUPPORT OF
DOD WEAPONS AND
EQUIPMENT

DoD Maintenance Symposium
Nov 2007
AGENDA

- Transforming the Army
- Changes in Logistics
- Maintenance Support for ARFORGEN
- Logistics Automation Transformation
- 360° Logistics Readiness
- Continuous Process Improvement
Transformation
The Army Modular Force

Headquarter(s) & Command Posts
- Division
- Corps
- Army

Tailored Land Forces for Regional Combatant Commanders

X

Brigade

... and modular multi-functional Support Brigades

- Aviation
- Battlefield Surveillance
- Sustainment
- Fires
- Combat Support (ME)

Support
- Special Ops Forces
- Multi-national

Heavy
- Infantry
- Stryker
- Future Combat Systems

Aviation
- Fires
- Maneuver Enhancement

Sustainment
- Battlefield Surveillance

Combined Arms
- MP/Security
- Chemical
- Logistics
- Fire
- Intelligence
- Engineer
- Combined Arms

Other Services

Support (ME)
Transformation
The New Look

**OPERATIONS**

- Army
- Corps
- Div
- Bde

**LOGISTICS**

- TSC
- COSCOM
- SUST
- BSB
- FSB

**Support Bdes**
- Combat Support Bde (ME)
- Battlefield Surveillance Bde
- Fires Bde
- Combat Aviation Bde

*Note: Includes all Active and Reserve Components*
Army Maintenance in Support of ARFORGEN

Program Manager
- OEM
- RESET
- Configuration Management
- Procurement

Depots / Nat Maint Contractors Repair
- RECAP
- Automatic Return Items
- Major Overhaul

DOL Repair
- Below Depot Repair
- Repair and Return
- Special Repair Authority

FLRC Repair
- Augments DOL’s
- Flexible Size and Mission

MATES / UTES Repair
- Primarily Field Level
- Reimbursable

Unit Repair

AMC Management
- Repair Requirements
  - National
  - Local
  - Unit
- Resource Allocation
- Workload Allocation / Balancing
- Enforcer of:
  - Common and Consistent Standards

UNIT EQUIPMENT FROM
IRAQ / AFGHANISTAN / EUROPE / KOREA

Brigade Equipment
Army Logistics Automation Transition Plan
Path to One Single Army Logistics Enterprise (SALE)

Key Points
- Modernizes logistics processes/systems that provide critical Warfighter support
- Collapses Tactical-Level systems from 16 to GCSS-Army
- Transitions National level capability to LMP in 4 deployments by Life Cycle Management Command
- Modernizes Installation Logistics functionality using LMP
- Provides corporate visibility and accountability of critical resources in the Army's $230 billion enterprise and supports modular Army units

Enterprise Expansion
- 1st Deployment GCSS-Army
  - GCSS-ARMY Operational Assessment
    - Segment 1: SSA supply functions (with supporting finance, distribution & HR capabilities)
    - Segment 2: Adds Maint, Ammo, & property accountability
  - GCSS-ARMY Full Fielding
    - GCSS-ARMY – Implement CDD
    - Block I functionality
    - PLM+ - Implement XI interfaces to LMP and external systems

- 2nd Deployment AMCOM
  - LMP Installation
  - Phase out all STAMIS
  - Eliminates 2 CCSS, 6 SDS

- 3rd Deployment TACOM
  - LMP Installation
  - Eliminates 3 CCSS, 5 SDS

- 4th Deployment ASC/JMC
  - LMP Installation
  - Eliminates 2 CCSS, 30 SDS

Phase Out Summary:
- 8 CCSS instances shutdown
- 42 SDS sites/instances shutdown

Finance
- GFEBS
  - MTS, GTN, IGC
  - VSAT/CAISI, MTS, FBCB2, BCS3
  - MC4, EBS(BSM), CBM+, AIT, LDSS, DIMHRS

Other Systems & Enablers
- MC4, EBS(BSM), CBM+, AIT, LDSS, DIMHRS
Continuous Process Improvement

Improved visibility → Data-informed Investment Decisions

360 DEGREE READINESS INITIATIVE

SYNCHRONIZING ALL MAJOR PROCESSES IN THE END-TO-END WEAPON SYSTEM VALUE CHAIN AND ALIGNING THE PRODUCTIVE OUTPUT WITH THE WARFIGHTER'S REQUIREMENTS.
360° Logistics Readiness

Definition: 360° Logistics Readiness is the capability to see, assess, and synchronize the Army's Corporate Enterprise Assets in support of Warfighting Operating Forces.

“360° Logistics Readiness – Synchronizing Materiel Readiness to Generate and Sustain Combat Power”
360° Degree Readiness (CL VII)

Objectives:
- Is the equipment where it needs to be and serviceable to meet the mission?
- Is the sustaining base resourced and prioritized correctly?
- Is the sustaining base performing as planned to support the National Military Strategy, ARFORGEN, and Grow the Army requirements?

Goal: The capability to see, assess, and synchronize the Army’s Corporate Enterprise Assets in support of Warfighting Operating Forces.

UNIT READINESS

BATTLE LOSS REPLACEMENT

ASSET VISIBILITY

OPERATIONAL REQUIREMENTS VS. SUSTAINMENT RESOURCES

SUSTAINMENT BASE PRODUCTION

RETROGRADE

360° LOGISTICS READINESS

Drill Down: (Lagging) f(Time)
- Battle Loss to Attrition and subsequent replacement

Drill Down: (Lagging) USR Date
- Validation of Performance

Drill Down: (Lagging) Visibility
% Prop Accountability
% Asset Visibility

Operating Force

Generating Force

Drill Down: (Leading) Requirements:
- ARFORGEN
- Battle Damage/Loss
- Grow the Army

Sustaining Base
- Industrial Base - SS PEG Depot/Contractors
- RESET
- Acquisition - EE PEG Production Schedule

Drill Down: (Leading)
Planned Production
- Avail. “A” and “F” stocks for RESET and Redistribution

Drill Down: (Leading) Planned vs. Actual Year of Execution
## Continuous Process Improvement

### 2007 SHINGO PRIZE FOR EXCELLENCE IN MANUFACTURING

"The Nobel Prize of Manufacturing"

<table>
<thead>
<tr>
<th>Location</th>
<th>Project Description</th>
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<tbody>
<tr>
<td>Red River Army Depot</td>
<td>- High Mobility Multipurpose Wheeled Vehicle Recap (Gold)</td>
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<tr>
<td></td>
<td>- Increased production from 3 vehicles per month in 2004 to 32 vehicles per day</td>
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<td></td>
<td>- Produced 65 additional vehicles at no additional cost in FY06</td>
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<tr>
<td></td>
<td>- Cost avoidance of $3.89M</td>
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<td></td>
<td>- Bradley Power-train (Silver)</td>
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<td></td>
<td>- Reduced man-hours from 56.5 to 32.5 per unit</td>
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<tr>
<td></td>
<td>- Increased output from 2 units to 6 units per day</td>
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<td>- Reduced lead time from 7 days to 3 days per unit</td>
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<tr>
<td></td>
<td>- Heavy Expanded Mobility Tactical Truck (Silver)</td>
</tr>
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<td>- Productivity improved from 1530 hrs per vehicle to 1011 hrs per vehicle</td>
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<td></td>
<td>- Increased output from 2 vehicles per week to 2 vehicles per day</td>
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<td>- Decreased lead time from 120 days to 30 days</td>
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<tr>
<td>Anniston Army Depot</td>
<td>- Field Artillery Ammunition Support Vehicle (Silver)</td>
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<td>- Increased total units produced from 52 to 88</td>
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<td>- Decreased overtime hours by 99.4 hrs to 59.52 hrs</td>
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<td>- Decreased direct labor hours from 341 to 294 hrs</td>
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<tr>
<td></td>
<td>- M1 Abrams Turbine Engines (Bronze)</td>
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<td></td>
<td>- Reduced assembly time from 364 to 232 minutes</td>
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<td></td>
<td>- Consistent 100% on-time delivery</td>
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<td>- Cost Savings of $18.4M</td>
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<tr>
<td>Tobyhanna Army Depot</td>
<td>- AN/TPQ-36 Firefinder Antenna (Gold)</td>
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<tr>
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<td>- Reduced Repair Cycle Time from 514 to 429 days</td>
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<td>- Reduced Work In Process from 16 to 11</td>
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<td></td>
<td>- Increased production from 1 to 15 systems</td>
</tr>
<tr>
<td>Rock Island Arsenal</td>
<td>- TH-67 Creek C20J Engines (Bronze)</td>
</tr>
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<td>- Reduced cycle lead time from 294 to 213 hours</td>
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<td>- Reduced shop backlog from 30 engines to 0</td>
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<tr>
<td></td>
<td>- Reduced engines faults from 105 to 72</td>
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<tr>
<td>Letterkenny Army Depot</td>
<td>- Power Generators (Bronze)</td>
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<tr>
<td></td>
<td>- Increased output from 250 to 500 per month</td>
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<td></td>
<td>- Labor savings since April 2006 is 83, 349 man hours and $2.9M</td>
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<tr>
<td>Ft Rucker Avn Ctr Logistics Cmd</td>
<td>- Forward Repair System (Gold)</td>
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<tr>
<td></td>
<td>- Reduced Flow Time from 265 to 62 days</td>
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<td></td>
<td>- Reduced Work In Process from 32 to 13 units</td>
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<tr>
<td></td>
<td>- Cost savings/avoidance of $4.8 M</td>
</tr>
<tr>
<td>Ft Rucker Avn Ctr Logistics Cmd</td>
<td>- Shop Equipment Contact Maintenance (Silver)</td>
</tr>
<tr>
<td></td>
<td>- Reduced flow time from 82 to 41 days</td>
</tr>
<tr>
<td></td>
<td>- Reduced work in process from 40 to 15 units</td>
</tr>
<tr>
<td></td>
<td>- Cost Savings/Avoidance of $4.9M</td>
</tr>
</tbody>
</table>

**17 Shingo Awards earned by Army programs since 2005 when extended to Public Sector**
One Thing Remains Constant

For all that YOU do for our Soldiers...

Thank You!!

The Soldier -
the Centerpiece of the Army
Living the Warrior Ethos -
on duty protecting the Nation
and the society they serve.

America's Army - Strength of the Nation
Forward Repair Activities
(Current – Not Emerging Capabilities)

Ground Equipment

- TACOM Forward Repair Activities - Kuwait
  - 50 CIVs from our Depots & Arsenals
  - Component repairs
- Team Armor Partnership supports M1A2SEP and M2A3 peculiar components - Balad
- Tactical Wheeled Vehicle Support Center
  - 2 CIVs and 151 contractors at Balad
  - Repairs & services for tactical vehicles, CE and MHE; AoA & Veh Enhancements
- TWV Refurbishment Centers Arifjan, Kuwait
- (Light, Medium, Heavy, and Linehaul trucks)
- Small Arms Supt Ctr – Balad, BIAP & Bagram
- STRYKER FRA Iraq & Qatar (PM Funded)
- TACOM Reset Assessment Team
- Tire Assembly Repair Programs - Qatar, Kuwait, Iraq & Afghanistan
- REF/COTS, RCV, & Robotics support – AF & IQ
- Mobile Parts Hospitals – Ku, IQ, AF

Aviation

- Aviation Classification Repair Activity Depot (227 Mil/ 159 Ktrs)
  ARNG unit subject to DUALT time.
- Theater Aviation Supply Support Activity (11 contractors)
- Mast Mounted Sight / EETF for OH58D (3 contractors)
- Theater Aviation Single Manager (40 Mil/CIVs/contractors)

Communications/Electronics

- Electronic Sustainment Support Ctrs
  - ~550 CIVs & contractors in Afghanistan, Kuwait and Iraq
- Tobyhanna FRAs - Supports STAMIS, TIER II, CGS and Fire Finder – IQ/AF
- Intelligence Electronic Warfare - Supports Tactical IEW and selected PM systems- KU/IQ/AF
- Mobile Subscriber Equipment - Supports & CHS-II – Baghdad
- Software Engineering Center - Provides software technical support at Arifjan (for Paladin, M1SEP, FOX, etc)
- Tactical Generator Environment Control Unit FRA – Arifjan
- SINCGARS Circuit Card Ctr - Arifjan

Providing Strategic Value by Leveraging the National Industrial Base;
Essential to Maintaining Operational Tempo – Key to Executing Reset Strategy
### Acronym Listing

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
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<tbody>
<tr>
<td>AIT</td>
<td>Automatic Identification Technology</td>
</tr>
<tr>
<td>AMCOM</td>
<td>Aviation and Missile Command</td>
</tr>
<tr>
<td>ASC</td>
<td>Army Sustainment Command</td>
</tr>
<tr>
<td>BCS3</td>
<td>Battle Command Sustainment Support System</td>
</tr>
<tr>
<td>C2</td>
<td>Command and Control</td>
</tr>
<tr>
<td>CASI</td>
<td>Combat Service Support Automated Information Systems Interface</td>
</tr>
<tr>
<td>CBM+</td>
<td>Condition-Based Maintenance</td>
</tr>
<tr>
<td>CCSS</td>
<td>Commodity Command Standard System</td>
</tr>
<tr>
<td>CDD</td>
<td>Capability Development Document</td>
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<tr>
<td>C-E LMC</td>
<td>Communications-Electronics Lifecycle Management Command</td>
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<tr>
<td>CMOS</td>
<td>Cargo Movement Operations System</td>
</tr>
<tr>
<td>DFAS</td>
<td>Defense Finance and Accounting Service</td>
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<tr>
<td>DIMHRS</td>
<td>Defense Integrated Military Human Resources System</td>
</tr>
<tr>
<td>E2E</td>
<td>End-to-End</td>
</tr>
<tr>
<td>EBSS(BSM)</td>
<td>Enterprise Business System (Business System Modernization)</td>
</tr>
<tr>
<td>ERP</td>
<td>Enterprise Resource Planning</td>
</tr>
<tr>
<td>FBCB2</td>
<td>Force XXI Battle Command, Brigade and Below</td>
</tr>
<tr>
<td>FMIP</td>
<td>Financial Management Tactical Platform</td>
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<tr>
<td>GCCS-J</td>
<td>Global Command &amp; Control System - Joint</td>
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<tr>
<td>GCCS-ARMY (F/T)</td>
<td>Global Combat Support system - Army</td>
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<tr>
<td>GCCS-CC/JTF</td>
<td>Global Combat Support System - Combatant Command/Joint Task Force</td>
</tr>
<tr>
<td>GFEBS</td>
<td>General Fund Enterprise Business System</td>
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<tr>
<td>GTN</td>
<td>Global Transportation Network</td>
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<tr>
<td>HQAMC</td>
<td>Headquarters Army Materiel Command</td>
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<tr>
<td>HR</td>
<td>Human Resources</td>
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<tr>
<td>IGC</td>
<td>Integrated Data Environment/Global Transportation Network Convergence</td>
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<tr>
<td>ILAP</td>
<td>Integrated Logistics Analysis Program</td>
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<tr>
<td>JMC</td>
<td>Joint Munitions Command</td>
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<tr>
<td>LIDSS</td>
<td>Logistics Decision Support System</td>
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<tr>
<td>LIDB</td>
<td>Logistics Integrated Data Base</td>
</tr>
<tr>
<td>LIW</td>
<td>Logistics Integrated Warehouse</td>
</tr>
<tr>
<td>LMP</td>
<td>Logistics Modernization Program</td>
</tr>
<tr>
<td>MO4</td>
<td>Medical Communications for Combat Casualty Care</td>
</tr>
<tr>
<td>MTS</td>
<td>Movement Tracking System</td>
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<tr>
<td>NECC</td>
<td>Net-Enabled Command Capability</td>
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<tr>
<td>PBUSE</td>
<td>Property Book Unit Supply Enhanced</td>
</tr>
<tr>
<td>PLM+</td>
<td>Product Lifecycle Management Plus</td>
</tr>
<tr>
<td>SAA/SDM</td>
<td>Standard Army Ammunition System Modernization</td>
</tr>
<tr>
<td>SALE</td>
<td>Single Army Logistics Enterprise</td>
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<tr>
<td>SAMS-1</td>
<td>Standard Army Maintenance System - 1</td>
</tr>
<tr>
<td>SAMS-2</td>
<td>Standard Army Maintenance System - 2</td>
</tr>
<tr>
<td>SAMS-E</td>
<td>Standard Army Maintenance System - Enhanced</td>
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<tr>
<td>SAMS-HIE</td>
<td>Standard Army Maintenance System - Installation Enhanced</td>
</tr>
<tr>
<td>SAMS-I/TDA</td>
<td>Standard Army Maintenance System - Installation/Table of Distribution Allowances</td>
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<tr>
<td>SARS-E</td>
<td>Standard Army Retail Supply System - 1</td>
</tr>
<tr>
<td>SARS-E</td>
<td>Standard Army Retail Supply System - 2</td>
</tr>
<tr>
<td>SAMS-GW</td>
<td>Standard Army Retail Supply System - Gateway</td>
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<tr>
<td>SDS</td>
<td>Standard Depot System</td>
</tr>
<tr>
<td>SPBS-R</td>
<td>Standard Property Book System - Redesign</td>
</tr>
<tr>
<td>STAMIS</td>
<td>Standard Army Management Information System</td>
</tr>
<tr>
<td>TACOM</td>
<td>Tank and Automotive Command</td>
</tr>
<tr>
<td>TC AMS II</td>
<td>Transportation Coordinators-Automated Information for Movements System II</td>
</tr>
<tr>
<td>TC-ACC3</td>
<td>Transportation Coordinator Automated Command and Control Information Systems</td>
</tr>
<tr>
<td>TIS-TO</td>
<td>Transportation Information Systems-Theatre Operations</td>
</tr>
<tr>
<td>TYAD</td>
<td>Tobyhanna Army Depot</td>
</tr>
<tr>
<td>ULLS-A</td>
<td>Unit Level Logistics System - Aviation</td>
</tr>
<tr>
<td>ULLS-A(E)</td>
<td>Unit Level Logistics System - Aviation (Enhanced)</td>
</tr>
<tr>
<td>ULLS-AD</td>
<td>Unit Level Logistics System - Ground</td>
</tr>
<tr>
<td>ULLS-S4</td>
<td>Unit Level Logistics System - 4</td>
</tr>
<tr>
<td>VSAFE</td>
<td>Very Small Aperture Terminal</td>
</tr>
<tr>
<td>XI</td>
<td>Exchange Infrastructure</td>
</tr>
</tbody>
</table>

### Call to Duty

![Call to Duty Image]
The Path to a Single Army Logistics Enterprise

Property Accountability
- ULLS-S4
- SPBS-R
- PBUSE
- ULLS-A
- ULLS-G

Maintenance
- SAMS-1
- SAMS-2
- SAMS-I/TDA
- SAMS-1
- SAMS-2
- SAMS-I/TDA

Databases
- ILAP/LIDB
- FMTP
- LIW
- FMTP
- LIW
- FMTP* (Incr 2)

Ammunition
- SAAS-MOD
- SAAS-MMCC
- SAAS-MMCC
- SAAS-MMCC

Supply
- SARSS-1
- SARSS-2AD
- SARSS-2AC/B
- SARSS-6W
- SARSS-1
- SARSS-2AC/B
- SARSS-GW
- SARSS-1
- SARSS-CTASC

Legacy Systems:
- 16 systems
- Antiquated
- Stovepiped

Bridging Systems:
- PBUSE
  - Fielded to 100% of TOE Army; 63% to TDA Army
- ULLS-AE
  - Fielded to 57% of TOE Army (TOE: Completion 2nd QTR, FY09; TDA: Completion End of FY09)
- SAMS-E
  - Fielded to 35% of TOE Army (TOE: Completion End of FY09)
- TCAIMS II
  - Fielded to 59% of Current Authorizations (TOE/TDA: Completion End of FY12)
- VSAT
  - Fielded to 40% of TOE Army (TOE/TDA: Completion End of FY12)

- Modernization Investment
- Funded in POM

War-related Immediate Needs
- Funded in Supplementals