Need To Be Faster, More Agile, Less Bureaucratic – Need To Fight This Everyday

Purpose

To provide current information on AMC's support to the warfighter and an update on AMC Transformation initiatives

Agenda

- AMC Support to the Warfighter
  - AMC Footprint in SWA
  - Equipment Support Activity (ESA) Update
  - FORSCOM Reset
  - Vehicle Protection
  - AMC Lessons Learned Program

- AMC Transformation Update
  - AMC Support to the Modular Army
  - Life Cycle Management Command (LCMC) Update
  - Streamlining Installation Level Supply & Maintenance
  - Theater Sustainment Commands (TSCs) Alignment with AMC
AMC Serving With Our Soldiers

Logistics Assistance Representatives: With Every Division and Brigade World-wide

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Support Includes:

- Logistics Support Elements (LSEs)
- Logistics Assistance Reps (LARs)
- Army Prepositioned Stocks (APS)
- Logistics Civil Augmentation Program
- Supply Support
- Maintenance/Forward Repair Activities
- Field Assistance in Science and Technology (FAST) Advisors
- Contractor Coordination Cell
- Contractor Logistic Support

52,945 AMC Military, AMC Civilian, Contractor and Third/Host Nation personnel located in eleven countries throughout CENTCOM Region as of 8 Mar 05.

AMC SWA Footprint
- MIL 508
- GS Civ 498
- KTR 18,471
- FN/LCN 33,468

AMC Footprint – Southwest Asia

377th Theater Support Command

BG ROBERT T. RADIN
COMMANDER AMC LSE-SWA & DEPUTY J4 CFLCC

COL CARTWRIGHT (AMC)
DEPUTY COMMANDER

MR. PORTER
ASA (ALT)

COL LEBETO
CDR AMC LSE-IRAQ

LTC ROY
CDR AMC LSE-BAGRAM

BG LEONARD
COMMANDER AMC LSE-SWA & DEPUTY J4 CFLCC
COL WILSON (AMC)
DEPUTY COMMANDER
MR. PORTER ASA (ALT)

MR. HOLLIDAY
CDR AMC LSE-KANDAHAR

LEBETO
CDR AMC LSE-IRAQ

LTC ROY
CDR AMC LSE-BAGRAM

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DEPUTY COMMANDER
MR. PORTER ASA (ALT)

MR. HOLLIDAY
CDR AMC LSE-KANDAHAR
Current Sustainment Operations

AMCOM LCMC
- Forward Repair
- Aircraft RESET
- Retrograde / Overhaul
- Component Repair

TACOM LCMC
- Forward Repair
- Vehicle RESET
- Retrograde / Overhaul
- Component Repair

CECOM LCMC
- Forward Repair
- Commo RESET
- Retrograde / Overhaul
- Component Repair

AFSC LCMC
- LOGCAP Program
- Logistics Assistance Program
- Add-on-Armor Installation in Theater

Chemical Materials Agency
- Demilitarization
- Storage, Security and Surety
- Support to Allied Nations

Joint Munitions Command
- Munitions Production
- Modernization Programs
- Quality Assurance
- In-Theater Repair

RDECOM
- Forward Area Science and Technology Teams
- Research and Development
- Leveraging Science and Technology

USASAC
- Foreign Military Sales
- Foreign Assistance Efforts
- International Cooperation

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Equipment Support Activities
Iraqi Zone and Afghanistan

- ESA-IZ was established at Anaconda IOC: 31 Oct 04.
  - Mission:
    - Provide Command and Control for all AMC’s forward repair activities in the Iraqi Zone (IZ).
    - Provide Asset Visibility for all Class VII in the IZ.
    - Provide Property Accountability for all stay-behind equipment (SBE) to include Rapid Equipping Force (REF) and Commercial Off the Shelf (COTS) equipment.
    - Provide Sustainment Maintenance support for all SBE, REF, and COTS equipment.
  - Level of Effort at ESA-IZ: 12 Mil, 27 DAC, and 860 Contractors.

- ESA-AF is being established at Bagram IOC: 1 May 05.
  - Mission in Afghanistan parallels ESA-IZ.
  - Projected level of effort for ESA-AF: 3 Mil, 8 DAC, and 140 Contractors.
AMC / FORSCOM Reset Defined

- **AMC Reset:**
  AMC is the Army’s national-level materiel sustainment logistics provider and the Army’s materiel executive agent for reconstitution of equipment:
  - Supports the Army by facilitating the restoration of committed structure equipment to the desired level of combat effectiveness.
  - Provides Sustainment Maintenance support to bring redeploying equipment to -10/-20 standards.
  - Reconstitutes APS Strategic capability to include sustainment, operational project stocks and SBE, as required.

- **FORSCOM Reconstitution:**
  Field level maintenance actions (up to and including what we know today as DS level maintenance) taken to return a piece of equipment to 10/20 standards (as defined in AR 750-1, which includes having all urgent and limited urgent MWOs applied)
  - Includes an A-service, to include change of all fluids.
FORSCOM Reset Summary

- Single FORSCOM (Active, Guard, Reserve)-wide Reset standard (10/20/3D)
- AMC is the single belly-button for Reset, FORSCOM-wide
- Simpler to capture Reset costs
- FORSCOM establishes priorities for repair
- FORSCOM establishes maintenance programs for LBE; inducts into depots for Recap seed IAW directions from HQDA
- Identifying and shipping Reset candidates directly from Theater to AMC Reset location
- Integrating RC Maintenance Assets into the Reconstitution Process
Support to Current Operations: Installation of Add-on Armor Kits for Tactical Wheeled Vehicles

As of 14 Mar 05

<table>
<thead>
<tr>
<th>Vehicle System</th>
<th>Validated Requirement</th>
<th>Funded</th>
<th>Installed (As of 14 Mar 05)</th>
<th>Location Installed</th>
<th>Target Number of Installations (per Month)</th>
</tr>
</thead>
<tbody>
<tr>
<td>LTV HMMWV</td>
<td>13,872</td>
<td>13,872</td>
<td>11,686</td>
<td>7 Iraq Locations *</td>
<td>~ 800</td>
</tr>
<tr>
<td>MTV FMTV</td>
<td>2,805</td>
<td>3398</td>
<td>1,046</td>
<td>Kuwait/Balad</td>
<td>~ 375</td>
</tr>
<tr>
<td>5 Ton – M939+</td>
<td>3073</td>
<td>3818</td>
<td>52</td>
<td>Kuwait/Balad</td>
<td>~ 250</td>
</tr>
<tr>
<td>HEMTT</td>
<td>1,595</td>
<td>1627</td>
<td>1,174</td>
<td>Kuwait/Balad</td>
<td>~ 160</td>
</tr>
<tr>
<td>HTV PLS</td>
<td>871</td>
<td>1281</td>
<td>655</td>
<td>Kuwait/Balad</td>
<td>~ 190</td>
</tr>
<tr>
<td>HET</td>
<td>665</td>
<td>665</td>
<td>397</td>
<td>Kuwait/Balad</td>
<td>~ 120**</td>
</tr>
<tr>
<td>M915</td>
<td>1,302</td>
<td>1528</td>
<td>252</td>
<td>Kuwait/Balad</td>
<td>~ 100</td>
</tr>
<tr>
<td>M969 Fueler</td>
<td>371</td>
<td>542</td>
<td>70</td>
<td>Kuwait/Balad</td>
<td>~ 200</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>24,554</td>
<td>26,731</td>
<td>15,327</td>
<td></td>
<td>N/A</td>
</tr>
</tbody>
</table>

NOTES: * Iraq Installation locations include Adder, Balad (Anaconda), Kirkuk, Mosul, Seitz, Speicher and Ridgeway

Efforts to armor all vehicles operating “north of the berm” are on track.

“Need To Be Faster, More Agile, Less Bureaucratic – Need To Fight This Everyday.”
AMC Lessons Learned Program

- Lessons Learned on important issues and programs such as:
  - Army Modular Force - Stryker BCT
  - LOGCAP - APS
  - Reset - Contractors on Battlefield
  - Mobilization/Demobilization - Relief in Place/Transfer of Authority

- Over 600 documented observations

AMC LESSONS LEARNED SYSTEM
http://hqamc-web.army.smil.mil/AMCLL

- Automated Collection & Mgt.
- Observations → Action Plans
- Monitor Action Plan Progress
- Internal & External Issues
- Partitioned Workspace for MSCs

Info Back to Warfighter

PMs
PEOs
HQ, AMC Staff
MSCs
Materiel Developers
RDECs
Maintenance Experts
Supply Managers
Tech Writers
Training Base
CAL/JCOA

AMC Lessons Learned Program

HQ, AMC
RDECOM
MSCs

Phone
AEPS
C-REPs

LAR / LAO / LAP
FAST
HQ Triage

Warfighter
SWA Theater
Operational

CALL/JCOA
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Transformation Initiatives

Life Cycle Management Commands

Support to Modular Army

Installation Level Supply & Maintenance

Single Army Logistics Enterprise

TSC Alignment

Transformation of ACA into AMC

CONUS Theater Support Command (FORSCOM Perspective)

Roles & Responsibilities
- [List of responsibilities]

Single Army Logistics Enterprise

ACA Transfer into AMC

TSC Alignment

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Modular Active Army Echelons & Capabilities: ALT Capability and Alignment

<table>
<thead>
<tr>
<th>Today</th>
<th>Future</th>
<th>Future ALT Capability</th>
</tr>
</thead>
<tbody>
<tr>
<td>5 ASCC</td>
<td>Units of Employment (UE)</td>
<td>AL T Force Pool (Wartime Aug)</td>
</tr>
<tr>
<td>USAREUR USARPAC USARSO 3rd Army 8th Army USARNORTH</td>
<td>UE_Y</td>
<td>CDR/PARC CCO BDE</td>
</tr>
<tr>
<td>I Corps III Corps V Corps XVIII Corps</td>
<td>UE_X</td>
<td>ALT Force Pool (Wartime Aug)</td>
</tr>
<tr>
<td>5 Heavy Divisions 1 Composite Division 2 Light Divisions 1 Air Assault Division 1 Airborne Division</td>
<td>Units of Action</td>
<td>LSE CCO BN</td>
</tr>
<tr>
<td>X BDE</td>
<td>43-48 Brigade UA</td>
<td>BLST CCO TM(s)</td>
</tr>
<tr>
<td>33 Bde</td>
<td>(Airborne/AASLT/Light/LCR)</td>
<td>The CCO structure is not a habitual relationship or attachment and is completely modular and as required.</td>
</tr>
</tbody>
</table>

The diagram illustrates the transition from today's structure to a future model with modular active army echelons and capabilities, focusing on units of employment (UE) and units of action (UA).
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Integration of Logistics, Acquisition and Contracting

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**LSE Support Structure**

-- UEx and below

**Active Component**

**HQ Structure**

**Subordinate Unit Types**

- BCT
- RSTA
- SUST
- AVN
- ME
- FIRES

**LSE Support Structure** -- UEx and below

748 Pers

Assumes 7-9 Bde Size Units/UEx

**NOTIONAL UEx LAO/LSE**

- LSE CHIEF (MIL) 1
- LSE Deputy (MIL) 1
- ADMIN SUPPORT 1
- READINESS LAR 1
- JMC AMMO LAR 1
- AFSC SUPPLY LAR 1

**NOTIONAL UEx LAO/LSE**

- LSE CHIEF (MIL) 1
- LSE Deputy (MIL) 1
- ADMIN SUPPORT 1
- READINESS LAR 1
- JMC AMMO LAR 1
- AFSC SUPPLY LAR 1

**NOTIONAL BCT/UA BLST**

- TEAM CHIEF (MIL) 1
- OPS CELL 1
- AMCOM LAR (0-1)
- CECOM LARs 3
- TACOM LARs 7

**NOTIONAL Avn Bde BLST**

- TEAM CHIEF 1
- OPS CELL 0
- AMCOM LAR (6-8)
- CECOM LARs 1
- TACOM LARs 1

**BlST** = Brigade Logistics Support Team

**Green** is a new requirement / mission

**BLST** = Brigade Logistics Support Team

**Concept Plan Completed 9 Mar 05**

- **DS to BCT/UA Total** 10 (8-10)
- **DS to MUA Total** 10 (8)
- **0 AMCOM LARS for Inf BCTs**
- **3 TACOM LARs for Inf BCTs**

**DS to UEx units Total** 22

---

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Lifecycle Management Commands: Uniting the Effort

AMC Commodity Command

- Unity of effort between Acquisition, Research and Logistics communities
- Acquisition decision authority between AAE and PEO’s not affected.

AFSC: AMC’s Face to the Field

Feedback

Production and Fielding

Improvement Suggestions

Technology/System Improvements

Lifecycle Management Commands:

- AMC
- Commodity Command

RDECOM
- TARDEC
- AMRDEC
- CERDEC
- ARDEC

Lessons Learned

PEO/PM
- PEO Soldier
- PEO Ground Combat Systems
- PEO Combat Support & Combat Service Support
- PEO Missiles and Space
- PEO Aviation
- PEO Intelligence, Electronic Warfare, and Sensors
- PEO Command, Control, and Communications (Tactical)

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DOL Installation Functions Transfer to AMC

Standard IMA/DOL Functions
- Materiel Maintenance
- Supply Management
- Supply Operations
- Laundry/Dry Cleaning
- Food Services
- Transportation Services

Standard AMC Functions
- Logistics Assistance Officer (LAO)
- Logistics Assistance Reps (LAR)
- Ammo Log Assistance Reps

Fleet Management Pilot (Rucker/Knox)
- Materiel Maintenance
- Supply Operations (partial)
- Supply Management (partial)

Potential Benefits
- Link field logistics to the national sustaining base
- Enhance end-to-end distribution based logistics
- Improve support to the warfighter
- Integrate strategic, operational and tactical logistics capabilities

Proposed AMC Functions
- Logistics Assistance Officer (LAO)
- Logistics Assistance Reps (LAR)
- Ammo Log Assistance Reps
- Materiel Maintenance
- Supply Operations
- Supply Management
- Laundry/Dry Cleaning
- Food Services
- Transportation Services

PRE-DECISIONAL
Not For Release Under FOIA

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**Theater Sustainment Command Structure**

**Proposed End State Structure**
- 5 TSCs (4 Multi-Compo, 1 NG)
- 10-11 DCPs (5 AC, 2 NG, 3-4 AR)

**Total Personnel Space Count**

<table>
<thead>
<tr>
<th>UNITS</th>
<th>AC</th>
<th>NG</th>
<th>AR</th>
<th>TOT</th>
</tr>
</thead>
<tbody>
<tr>
<td>USARPAC</td>
<td>833</td>
<td>0</td>
<td>134</td>
<td>967</td>
</tr>
<tr>
<td>ARCENT</td>
<td>573</td>
<td>0</td>
<td>135</td>
<td>708</td>
</tr>
<tr>
<td>USAREUR **</td>
<td>440</td>
<td>0</td>
<td>345</td>
<td>785</td>
</tr>
<tr>
<td>CONUS **</td>
<td>550</td>
<td>967</td>
<td>1194</td>
<td>2711</td>
</tr>
<tr>
<td>TOTAL</td>
<td>2396</td>
<td>967</td>
<td>1808</td>
<td>5171</td>
</tr>
</tbody>
</table>

*Includes Force Pool Units
***336 AC Spaces Forward in Europe includes TO/TD Plugs.

**DCP’s Tentative pending DAF-13 review**
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(CONUS) Theater Support Command
(FORSCOM Perspective)

Roles & Responsibilities
- ADCON to AMC (including TRO); priorities, missioning and force provider capabilities
- Multi-compo, contractor support wherever practical, multi-functional
- Provides CSS “pusher” support to deploying forces; “puller” support to redeploying/resetting forces
- Provides Combat Ready CSS forces in support of FORSCOM force provider requirements
- Provides reinforcing, modular, expeditionary capabilities to other Theater TSCs

Theater Spt Cmd (CONUS)

AMC

FORSCOM

Sustainment Units of Action (UEy Level)

<table>
<thead>
<tr>
<th>Assigned</th>
<th>OPCON</th>
</tr>
</thead>
<tbody>
<tr>
<td>7th Trans</td>
<td>49th QM</td>
</tr>
<tr>
<td>36th ENG</td>
<td>43rd ASG</td>
</tr>
</tbody>
</table>

PRE-DECISIONAL/LIMDIS
Not For Release Under FOIA
ASC Mission: Plan, prepare, rapidly deploy subordinate units and execute operational logistics within assigned AO or JOA

TSC NORTH Mission: Plan, prepare, rapidly deploy, and execute operational logistics within assigned AO or JOA; support HLS mission

Key Points

- Imperative for the approved Concept of Support
- Single Army integrator of logistics with joint and strategic partners (TRANSCOM, DLA, DECA, AAFES, GSA, AMC, FORSCOM, etc) in the national sustainment base
- Coordinates and establishes E2E distribution pipeline from national sustainment base to deployed TSCs
- ASC is CONUS - focused, HQ non-deployable; TSC NORTH worldwide deployable
- MSC-K and GSC-E assigned to ASC
- TSC NORTH supports homeland security and military assistance to civilian authorities; ASC provides backup
- ASC oversees regeneration of redeploying equipment
- ASC assists with force generation and rapid projection of trained and ready forces from CONUS base to RCC and return to home station.
Questions ?
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## Chem Demil Site Status

<table>
<thead>
<tr>
<th>Sites (Owner)</th>
<th>Current Status</th>
<th>Start Up Demil Completion</th>
<th>Agent and Storage Campaign</th>
<th>Agent Destroyed (Tons)</th>
<th>% Agent Destroyed</th>
<th>REMARKS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Toele, UT (CMA)</td>
<td>Ops</td>
<td>22 Aug 96 4Q FY09 VX, HD, HT, L/GA/TGA</td>
<td>Rockets, Bombs, Mines, Projos, Spray Tanks, TCs</td>
<td>7291</td>
<td>53.5% total</td>
<td>NSTR</td>
</tr>
<tr>
<td>Aberdeen, MD (CMA)</td>
<td>Pause</td>
<td>23 Apr 03 2Q FY05 HD</td>
<td>TCs</td>
<td>1508</td>
<td>92.8% total</td>
<td>% original agent destroyed: 92.8% % original munitions drained: 99.7% Repairing high-pressure spray system</td>
</tr>
<tr>
<td>Anniston, AL (CMA)</td>
<td>OPS</td>
<td>9 Aug 03 3Q FY12 GB, VX, HD</td>
<td>Rockets, Mines, Projos, TCs</td>
<td>285</td>
<td>12.6% total</td>
<td>NSTR</td>
</tr>
<tr>
<td>Umatilla, OR (CMA)</td>
<td>Pause</td>
<td>8 Sept 04 2Q FY12 GB, VX, HD</td>
<td>Rockets, Bombs, Mines, Projos, Spray Tanks, TCs</td>
<td>31</td>
<td>0.8% total</td>
<td>Heated Discharge Conveyor shutdown for maintenance - estimated completion of 28 Feb 05</td>
</tr>
<tr>
<td>Newport, IN (CMA)</td>
<td>Sys</td>
<td>2Q FY05 2Q FY06 VX</td>
<td>TCs</td>
<td>0</td>
<td>0 %</td>
<td>Systemization Continues</td>
</tr>
<tr>
<td>Pine Bluff, AR (CMA)</td>
<td>Sys</td>
<td>Mar 05 3Q FY10 GB, VX, HD, HT</td>
<td>Rockets, Mines, TCs</td>
<td>0</td>
<td>0 %</td>
<td>Systemization Continues Medical Readiness Demonstration 28 Feb - 4 Mar 05</td>
</tr>
<tr>
<td>Blue Grass, KY (PM ACWA)</td>
<td>Design</td>
<td>Feb. 2010 3Q FY14 VX, GB, HD</td>
<td>Rockets, Projos</td>
<td>0</td>
<td>0 %</td>
<td>Normal Chemical Storage Operations</td>
</tr>
<tr>
<td>Pueblo, CO (PM ACWA)</td>
<td>Design</td>
<td>1Q FY09 3Q FY09 HT, HD</td>
<td>Projos</td>
<td>0</td>
<td>0 %</td>
<td>Normal Chemical Storage Operations</td>
</tr>
</tbody>
</table>

“Need To Be Faster, More Agile, Less Bureaucratic – Need To Fight This Everyday”

Bob Harbs 806-9565
“Need To Be Faster, More Agile, Less Bureaucratic – Need To Fight This Every Day”

**Transfer of ACA into AMC**

- **DASA (P&P)**
- **AMC**
  - DCG for Contracting
  - Principal Deputy
  - AFSB
  - CCO (Contingency Contracting)

**Better Support to the Warfighter**
- AFSBs provide centralized capability and single face to warfighters
- Supports Army modular force
- Improves planning & initial entry support
- Expands base of deployable Emergency Essential DACs (EEDACs)
- Enhances Army contracting in a Joint environment
- Provides one contracting node to the customer

**Current Status**
- Secretary Bolton & CG AMC approved AFSB support concept & transfer of ACA to AMC
- 1st AFSB provisionally stood up - others to follow
- ACA OPCON to AMC 31 March 2005
- AFSB / contingency contracting TOEs at HQDA
- Permanent transfer of ACA expected 1 October 2005

*Installation and Information Technology & Electronic Commerce* Commercial Contracting Center (ITEC4) missions remain the same.
Need to be faster, more agile, less bureaucratic – Need to fight this everyday
Purpose/ Objectives

**Purpose: Provide an update to the Army**

**Campaign Plan for Major Objective 7-7**

**Major Intermediate Objectives**

A. Ensure organic industrial base (maintenance depots and manufacturing arsenals) is able to support current and future warfighter requirements.

B. Develop and Institutionalize Lean / Six Sigma throughout AMC by end of FY06.

C. Implement the National Maintenance Program in order to reduce O&S costs, increase component reliability and right size the sustainment maintenance capacity and capability within the Army.

D. Implement Fleet Management (AMC & TRADOC) by end of FY05.

E. **Assume control of all RESET activity**

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**FY05 Distribution of DLHs**

- **ANAD**
  - FY05 Pres Bud: 5514
  - FY05 Revised Execution Workload: 6485
  - Regular: 3674
  - OT: 1118
  - Contractor: 522

- **RRAD**
  - FY05 Pres Bud: 3139.1
  - FY05 Revised Execution Workload: 3779
  - Regular: 1981.1
  - OT: 592
  - Contractor: 680

- **TYAD**
  - FY05 Pres Bud: 4999
  - FY05 Revised Execution Workload: 4845
  - Regular: 3522.3
  - OT: 1066
  - Contractor: 392.7

- **LEAD**
  - FY05 Pres Bud: 1579
  - FY05 Revised Execution Workload: 1657
  - Regular: 1008
  - OT: 62
  - Contractor: 514

- **CCAD**
  - FY05 Pres Bud: 4117.6
  - FY05 Revised Execution Workload: 4696
  - Regular: 3106.4
  - OT: 200.4
  - Contractor: 892

*Pushing workload to capability not limited by CIPE*

*As of Feb 05. Expect Increases - e.g. Bradley, HMMWV, Firefinder - to be posted later*
Goal: To maintain and upgrade our depots and arsenals to meet current and future core requirements, and to continue technology infusion in the production process.

Army Working Capital Fund (AWCF)

- Equip & Facilities < $750K.
- Funded Through Rates.
- Subject to OSD approval.
- Most Reliable and Consistent Funding Source

Major Construction

- Facilities > $750K.
- Direct Appropriation.
- Controlled by ACSIM.

Procurement Appropriation

- TMDE & Specialized Equipment to support new PEO-managed systems.
- Controlled by PEOs.

Current/Future MCA Projects

- ANAD Power Train Facility in Design for FY06 construction.
- ANAD Component Rebuild Facility funded for FY11.
- RRAD Maneuver Systems Sustainment Facility in design for FY09 construction.
- CCAD Aircraft Paint Facility funded for FY08 construction.
- FYAD Electronics Maintenance and Instruction

**Capital Investment**

"Need To Be Faster, More Agile, Less Bureaucratic – Need to fight this everyday."

<table>
<thead>
<tr>
<th>Actual / Projected Obligations</th>
<th>AWCF CIP Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>$M</td>
<td>FY03</td>
</tr>
<tr>
<td>-----</td>
<td>-------</td>
</tr>
<tr>
<td>$M</td>
<td>151.8</td>
</tr>
</tbody>
</table>
Partnering

Facilitization
- Private partner builds, equips or improves Army-owned facilities.
- Examples:
  - UDLP at RRAD
  - GDLS & Honeywell at ANAD

Engineering & Parts Support
- OEM:
  - Advises on production processes
  - Supplies parts directly to overhaul line
  - Incorporates best business practices

AMC-DLA
- DLA provides parts required for some depot overhaul in kits containing all necessary parts

Education
- Depots have:
  - Cooperative education programs with local community colleges or technical schools.
  - Training in high school work-study programs.

**Benefits**
- New/improved facilities & equipment, maintenance of existing facilities & equipment
- Higher quality, faster turnaround, lower labor cost
- Increases efficiency, avoids delays, increases throughput
- Trained, skilled workforce, replaces workers nearing retirement

"Need to be faster, more agile, less bureaucratic - need to fight this everyday"
Lean/Six Sigma

**Lean**
- Focuses on maximizing process velocity
- Provides tools for analyzing process flow and delay times at each activity in a process;
- Centers on the separation of "value-added" from "non-value added" work with tools to eliminate the root causes of non-value added activities and their cost; and
- Provides a means for quantifying and eliminating the cost of complexity.

**Six Sigma**
- Emphasizes the need to recognize opportunities and eliminate defects as defined by customers;
- Recognizes that variation hinders our ability to reliably deliver high-quality services;
- Requires data-driven decisions and incorporates a comprehensive set of quality tools under a powerful framework for effective problem solving;
- Provides a highly prescriptive cultural infrastructure effective in obtaining sustainable results; and
- When implemented correctly, promises and delivers $500,000+ of improved operating profit per Black Belt per year (in for profit companies, of course).

"Need To Be Faster, More Agile, Less Bureaucratic – Need To Fight This Everyday"
Lean/Six Sigma Achievements

Training
- Two-day off-site for MSC Cdrs & HQAMC primary staff
- 1,333 Green Belts Trained
- 124 Black Belt projects working

M1 Assembly
Anniston Army Depot
- Throughput time decreased from 4.5 days to 2 days - 56%
- Transformed maintenance bay operation into a balanced single one piece flow process

PATRIOT Launcher
Letterkenny Army Depot
- FY03-FY09 Program Savings = $17M
- Savings: 476 Hrs/unit reduction in FY04
- Customer Realized Savings: $4.4M

Ground Mobility Vehicles
Letterkenny Army Depot
- Returned $990,000 in savings to USASOC which translated into 18 vehicles produced at no charge
- Producing models for Special Forces, Army Rangers, Navy SEALS, and the Air Force.
- Shortened the turn around time for the modifications from 10 weeks to only 8.8 days

“Need To Be Faster, More Agile, Less Bureaucratic – Need To Fight This Everyday”
Lean/Six Sigma Achievements

Value of L6σ

- Enables materiel to the Soldier
  - Better
  - Cheaper
  - Faster
- Provides structured approach to Continuous Measurable Improvement

T700 Engine Program
Corpus Christi Army Depot

- Increased Mean Time Between Replacement from 309 hours to 900+ hours
- Reduced time to produce an engine from 261 days to 90 days

N/ALQ-144 Countermeasures Set
Tobyhanna Army Depot

- $2.122M ’04 savings on Unit Funded Costs
- Overhaul Direct Labor Hours (DLH) reduced by 40%
- RESET DLHs reduced by 28%
- Flow Days decreased from 32 to 22

Sidewinder
Tobyhanna Army Depot

- This year, Tobyhanna expects to build 1,180 more units for both the Air Force and Navy, projects customer cost savings of $309,825 and an annual cost avoidance of $1.87M.

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Need To Be Faster, More Agile, Less Bureaucratic – Need To Fight This Everyday

Armor Protection Kits

The Team
✓ Partnership of ARL, TACOM and PM LTV
✓ 4 Depots, 2 Arsenals and an Ammo Plant

The HMMWV Result
✓ Design to delivery - 4 mo.
✓ Funding to first delivery - 7 weeks
✓ Accelerated delivery schedule by 90 days

M939 5-Ton
✓ Applying lessons learned
✓ Ramping from 139-176 /week
✓ Using entire GSIE to support
Other Efficiencies, Initiatives in Progress

- Organic Industrial Base assessment team with leading industry consultant (Toyota Model)
- K-Line Ops in Arifjan ... recovered $532M worth of ammunition for re-use so far
- Mobile Parts Hospital ... fabricated 11,154 parts to assist with readiness in theater
- AMCOM Express
- Forward Repair Activities in SWA ... up to 19 separate FRAs now
- AFSBs ... AMC’s single face to the field ... maintenance support, contracting, PM support, and FASTs
- Site visit to SOCOM Acquisition Center ... examining ways to improve rapid fielding and sustainment
National Maintenance Program

NMP is a centrally coordinated and controlled repair-based logistics system for the Army that distributes sustainment maintenance workload across depot and below-depot activities, based on national need developed through a national requirements determination process.

**Key characteristics**
- Repair based on national need
- Repair and return to supply system
- Repair to a single national standard
- Repair performed by qualified national providers

**Key Benefits**
- Reduces repair of excess
- Establishes a single national repair standard
- Improves quality of repair
- Expects to increase mean time between failures and reliability
Implementing National Maintenance Program

- Increase component reliability
  - HQDA established “overhaul with an expected life” as the national standard for AWCF items.
  - LCMCs developing repair procedures to increase reliability
  - Non-depot repair sites must be ISO compliant.
  - Non-depot repair sites are technically certified as “Qualified National Providers.”

- Reducing Operation and Support Costs
  - LCMCs compute single national repair requirement
  - Army will require less OPTEMPO dollars beginning in FY06
  - LCMCs use cost of repair as one criterion in determining a non-depot location

- Right size the sustainment maintenance capacity and capability
  - Number of non-depot repair sites reduced from 54 (FY 01) to 38 (FY 05)
  - LCMCs consolidate repair at depots and non-depots sites that are projection platforms, where possible
  - Established NMP site in Kuwait

- 84% of national repair standards have been developed.
- 38 out of 38 Sources of Repair for FY 05 are deemed “ISO compliant.”

Preliminary sample data for M88 engine indicate that the mean mileage between replacement may increase from 707 miles to 3,158 miles (using national repair standard)

Approximately 50% of FY 05 workload in CONUS is located at power projection platforms.
Fleet Management Program

In Feb 02, in response to invitation by CG TRADOC, CG AMC agreed to pursue development of a logistics support arrangement dedicated to improving the fleet readiness of the training base fleet.

Objectives

• Establish clear lines of responsibility for fleet readiness/management.
• Enhance Army transformation.
• Provide for improved quality, reliability and efficiency across the full spectrum of logistical support.
• Promote consistent standards of support (FMC 10/20).
• Free TRADOC commanders to focus on transformation and core missions.

Support Concept

• Demonstrate efficiencies with pilot programs.
• Partner commodity commands with schools:
  - AMCOM and Fort Rucker
  - TACOM and Fort Knox
• Assume responsibility for maintenance and supply operations.
• Increase materiel management oversight.
• Leverage AMC capabilities providing a better solution to services and maintenance challenges.
• Seek contractual efficiencies.

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Fort Rucker – AMCOM Pilot
(Fleet Management Continue)

Approach:

- “Single Provider” Concept
  - Aviation Center Logistics Command (ACLC)
- Enhanced materiel management
  - AMCOM Support Cell
  - ACLC Expansion (COL, 4xGS)
  - CCAD interface
- Spares Stockage Assessment
- Contract Restructuring
- Comprehensive Process Review

Results:

- COL Command-level ACLC status
- Revamped ASL and PLL
- Met training requirements 100%
- Improved fleet readiness rates by 25%
- Performance based contract awarded; new incentives included to improve contractor performance
- FY 04 cost of doing business consistent with FY 03; total costs expected to decline as new contract incentives are realized.

Pilot Period: Feb03-Jun04

“Need To Be Faster, More Agile, Less Bureaucratic – Need To Fight This Everyday”
Fort Knox – TACOM Pilot
(Fleet Management Continue)

Approach:

• “Single Provider” Concept
  - DS/GS functions
  - Unit Maintenance Activity (UMA)
• Enhanced materiel management
  - TACOM-RI Support Cell
  - Fort Knox MMC
• Established depot repair team
  - M1 Engine Repair Program
  - Manning
  - Structure
  - SOPs

Results:

• Provided invaluable assistance during challenging A-76 implementation
• Improved teamwork as unit and DS/GS activities were better synchronized
• Met training requirements 95%
• M1 Engine repair program resulted in 100% engine availability during Summer surge.
• Overall readiness condition of the fleet continues to improve.
• FY 04 cost of doing business significantly less than in FY 03.

Pilot Period: Feb03-Sep04

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Need To Be Faster, More Agile, Less Bureaucratic – Need To Fight This Everyday

Reset Partnership w/ FORSCOM

• No change to Aviation STIR
• Cannot afford “soldier-less” Reset on all non-aviation materiel
  ✓ FORSCOM does Reconstitution; AMC does Reset
  ✓ Reconstitution defined as Field level maintenance actions (up to and including what we know today as DS level maintenance) taken to return a piece of equipment to 10/20 standards (as defined in AR 750-1, which includes having all urgent and limited urgent MWOs applied); includes an A-service, including change of all fluids
  ✓ Reset includes Reconstitution and is defined by specific SOW for each system
  ✓ Some items Reset only – no FORSCOM Reconstitution requirement
Reset Partnership w/ FORSCOM

- AMC publishes criteria for Reset candidates
- Single AMC Reset manager on each installation
- As much as possible, Reset work will be conducted on or near the unit’s installation
- AMC will contract for all Reset work that requires contractor labor; FORSCOM will publish policy that precludes units entering into Reconstitution/Reset contracts on their own
- Mobilizing 3 DS maintenance companies tailored to meet regional demob requirements; expanding to 5 add’l RC Reset sites.
Reset Partnership w/ FORSCOM

- Single FORSCOM (Active, Guard, Reserve)-wide Reset standard (10/20/3D)
- Single belly-button for Reset, FORSCOM-wide
- Simpler to capture Reset costs
- FORSCOM establishes priorities for repair
- FORSCOM establishes maintenance programs for LBE; inducts into depots for Recap seed IAW directions from HQDA
- Continuing to identify and ship Reset candidates directly from Theater to AMC Reset location
- Integrating RC Maintenance Assets into the Reconstitution Process
“Need To Be Faster, More Agile, Less Bureaucratic – Need To Fight This Every Day”

Summary

Today ➔ Future Support

**Existing**
- Organic and Contract Support
- Lean / Six Sigma
- NMP
  - Single Standard
  - National Need

**Emerging**
- Fleet Mgmt
  - Bringing AMC Expertise and Capability
- DOLs
  - Supply and Maintain

**End Result**
- Efficient and Effective Integrated Maintenance Support
  
from Installation to Industrial Base

“Organic and Contract Support - Ramp Up - CIP Partnering
+ Lean / Six Sigma
+ NMP
- Single Standard
- National Need
+ Fleet Mgmt
- Bringing AMC Expertise and Capability
+ DOLs
- Supply and Maintain
= Efficient and Effective Integrated Maintenance Support

from Installation to Industrial Base
Backups
Top 3 Ammunition Industrial Base Requirements

**Lake City Army Ammunition Plant**

**Critical Modernization:** $167.4M

<table>
<thead>
<tr>
<th>Required ($M)</th>
<th>FY05</th>
<th>FY06</th>
<th>FY07</th>
<th>FY08</th>
<th>FY09</th>
<th>TOTAL ($M)</th>
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<tr>
<td>PEO Ammo IF</td>
<td>$34.74</td>
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<td>$18.70</td>
<td>$46.64</td>
<td>$52.63</td>
<td>$49.39</td>
<td>$167.36</td>
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</table>

- SCAMP and 7.62 Loading Replacements
- Bullet Manufacture & Charging Replacements
- Environmental Control
- Packaging improvements
- Complete SCAMP Electronics

**Additional Needed Modernization:** $70 M

- Utilities Upgrade
- Building Renovation
- Environmental Compliance

**Radford Army Ammunition Plant**

**Critical Modernization:** $136.5M

<table>
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<tr>
<th>Required ($M)</th>
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<th>FY06</th>
<th>FY07</th>
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<tr>
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<td>31</td>
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</table>

- Nitric/Sulfuric Acid Plant
- NC Production Lines
- Quality Lab
- Power Plant Upgrade & Environmental Compliance

**Houston Army Ammunition Plant**

**Critical Modernization:** $90.2M

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<th>Required ($M)</th>
<th>FY05</th>
<th>FY06</th>
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<td>PEO Ammo IF</td>
<td>7.9</td>
<td>22.2</td>
<td>36.1</td>
<td>20</td>
<td>8.5</td>
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<td>Additional Required</td>
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</table>

- Powerhouse MACT - $700K annual operating cost savings
- Water & Elec.Sys. - Annual maintenance cost avoidance
- Waste Water Treatment - New stringent RDX standard from EPA
- Increase Fluid Energy Mill Capacity - Future IM Requirements
- Flexible Nitration Facility - Initial US source for insensitive RDX
- IM Formulations - Operational processing efficiencies

**Additional Needed Modernization:** $228M

- Single & Multi-Base propellant facilities
- Continuous Multi-Base propellant facilities
- Environmental Controls
- Solventless Upgrade

Intermedia A

“Need To Be Faster, More Agile, Less Bureaucratic – Need To Fight This Everyday”
“Need To Be Faster, More Agile, Less Bureaucratic – Need To Fight This Everyday

Two additional cameras added and repositioned to increase identification of damaged munitions
## Ammunition Reclamation Accomplishments

<table>
<thead>
<tr>
<th>Category</th>
<th>Quantity Processed</th>
<th>Serviceable/Reparable</th>
<th>Percent Reclaimed</th>
<th>Short Tons Processed</th>
<th>Reclaimed Value</th>
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</thead>
<tbody>
<tr>
<td>5.56mm SAW Ammo</td>
<td>6.2 M</td>
<td>5.1 M</td>
<td>82%</td>
<td>141 S/T</td>
<td>$2.6M</td>
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<tr>
<td>.50 Cal Ammo</td>
<td>1.7 M</td>
<td>1.2 M</td>
<td>70.5%</td>
<td>331 S/T</td>
<td>$2.7M</td>
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<tr>
<td>Small/Medium Caliber</td>
<td>49 M</td>
<td>42.6 M</td>
<td>87%</td>
<td>2,865 S/T</td>
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<td>Tank/Anti-Tank</td>
<td>25.4K</td>
<td>22K</td>
<td>87%</td>
<td>757.8 S/T</td>
<td>$36.6M</td>
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<tr>
<td>Artillery/Mortar</td>
<td>44.4 K</td>
<td>39 K</td>
<td>89%</td>
<td>852 S/T</td>
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<td>Missile Retrograde</td>
<td>242.4 M</td>
<td>12.7 K</td>
<td>97.5%</td>
<td>1,724 S/T</td>
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<td>Total Processed Value</td>
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<tr>
<td>Support Items</td>
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<td>12.7 K</td>
<td>97.5%</td>
<td>1,724 S/T</td>
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<td>Retained in Theater</td>
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<tr>
<td>Serviceable</td>
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<td>12.7 K</td>
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<td>Unsereivable</td>
<td>1.7 K</td>
<td>12.7 K</td>
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<td>1,724 S/T</td>
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<td>Retained in Theater</td>
<td>$532M</td>
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- Total Value Processed: $701.9 M
- Retained in Theater: $532M
**FY05 DM Production Schedule**

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<th>PROGRAM</th>
<th>OCT</th>
<th>NOV</th>
<th>DEC</th>
<th>JAN</th>
<th>FEB</th>
<th>MAR</th>
<th>APR</th>
<th>MAY</th>
<th>JUN</th>
<th>JUL</th>
<th>AUG</th>
<th>SEP</th>
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<td>M2 MG</td>
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<td>512</td>
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As of 28 Feb 05

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Need to be faster, more agile, less bureaucratic – need to fight this everyday.

Active Army sorts fleets readiness rates.

Level for percentage of equipment FMC:

**Ground**
- R-1: 100-90%
- R-2: 89-70%
- R-3: 69-60%
- R-4: less than 60%

**Aircraft**
- 100-75%
- 74-60%
- 59-50%
- less than 50%

Report period ending 15 Feb.
Active Army Sorts Fleet Readiness Rates

<table>
<thead>
<tr>
<th>Equipment</th>
<th>Previous Month</th>
<th>Current Month</th>
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<tr>
<td>FMIV</td>
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<tr>
<td>MLRS</td>
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<tr>
<td>PATRIOT</td>
<td>99%</td>
<td>96%</td>
</tr>
<tr>
<td>STRYKER</td>
<td>98%</td>
<td>96%</td>
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<tr>
<td>AH-64</td>
<td>71%</td>
<td>70%</td>
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<tr>
<td>OH-58D</td>
<td>74%</td>
<td>68%</td>
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<tr>
<td>UH-60</td>
<td>63%</td>
<td>55%</td>
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<tr>
<td>CH-47D</td>
<td>32%</td>
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**Level for Percentage of Equipment FMC**

**GROUND**
- R-1 100-90%
- R-2 89-70%
- R-3 69-60%
- R-4 less than 60%

**AIRCRAFT**
- 100-75%
- 74-60%
- 59-50%
- less than 50%

REPORT PERIOD ENDING 15 FEB
COO # 2: Fleet Readiness

### Average Readiness for Pilot

<table>
<thead>
<tr>
<th></th>
<th>M1A1</th>
<th>M1A2</th>
<th>M3</th>
<th>M88A1</th>
<th>M88A2</th>
<th>HMMWV</th>
<th>HEMTT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Baseline</td>
<td>79%</td>
<td>90%</td>
<td>90%</td>
<td>89%</td>
<td>71%</td>
<td>90%</td>
<td>81%</td>
</tr>
<tr>
<td>GOAL</td>
<td>84%</td>
<td>90%</td>
<td>90%</td>
<td>90%</td>
<td>76%</td>
<td>90%</td>
<td>86%</td>
</tr>
<tr>
<td>FMI AVG</td>
<td>82%</td>
<td>89%</td>
<td>90%</td>
<td>80%</td>
<td>69%</td>
<td>93%</td>
<td>90%</td>
</tr>
<tr>
<td>Army Avg</td>
<td>77%</td>
<td>87%</td>
<td>82%</td>
<td>80%</td>
<td>75%</td>
<td>91%</td>
<td>85%</td>
</tr>
</tbody>
</table>

### Where We Were

- Transfer of fleet maintenance responsibility from training brigades to Unit Maintenance Activity
- Establishment of new organization and processes
- Lack of ownership impact on care and treatment of fleet
- Delinquent services, NBC systems, bore scope of gun tubes

### Where We Are

- Single maintenance provider concept synchronized unit and DS/GS maintenance
- ANAD repair program resulted in 100% engine availability during summer surge
- Overall readiness of the fleets continues to improve
- Improved feeling of ownership by implementing habitual support fleets
- Bore scope completed
- Services and NBC system maintenance improved
- Continue to improve the readiness of the fleets
- Work with training brigades to continue to build on pride of “ownership”
- Improve the appearance and pride in the fleet by implementing a paint program
- Continue ANAD support
- Complete NBC system maintenance and continue to perform services to standard

### Where We’re Going

- ANAD support
- Complete NBC system maintenance and continue to perform services to standard
Operational Readiness Trend Analysis

• Total Fleet OR Trends is declining.
• Higher OR rates are maintenance; falling behind in CONUS primarily due to Theater priority for parts and increasing backlog to repair systems.

• Short Term Solutions:
  - Unit level maintenance
  - Depot level overhaul
• Mid / Long Term Solution:
  - Leverage Recap, Reset and the Tactical Wheel Vehicle strategy to attain a sustainable depot level refurbishment program.

To Fix
- Leverage the complete industrial base
- Increase effectiveness and improve efficiencies - Lean/Six Sigma

“All Systems; trend since 9/11.

As of: 15 JAN 05
Mobile Parts Hospital - Lathe Manufacturing Module (LMM)

• Currently the MPH program has a LMM at Camp Arifjan, Kuwait and has produced 11,154 piece parts supporting our troops as of 03 Mar 05.

• A second Lathe Manufacturing Module (LMM) will be deployed to Camp Anaconda, Iraq in mid Mar 05.

• Currently training two soldiers from DCD Ordnance school on the LMM.

• Upon completion the soldiers will deploy to Camp Anaconda in late April to operate the LMM.