Strategic Environment
Strategic Environment: 1950-1989

- Korea (1951): 64 Divisions (18 AC; 21 ARNG; 25 USAR)
- Vietnam (1967): 40 Divisions (17 AC; 23 ARNG)
- Cold War End (1989): 28 Divisions (18 AC; 10 ARNG)

10 Deployments in 40 years

... but this was before the Wall came down!!
Strategic Environment: 1989-2010

- Cold War End (1989): 28 Divisions (18 AC; 10 ARNG)
- Today (2010): 18 Divisions (10 AC; 8 ARNG)

47 Deployments in 21 years...

More missions ... fewer Soldiers
“We will act quickly to restore balance to preserve our All-Volunteer Force, restore necessary depth and breadth to Army capabilities, and build essential capacity for the future. Four imperatives will frame what we need to do. Implementing these imperatives will require several years, considerable resources and sustained commitment by Congress and the American people.”
Strategic Context

A state of continual readiness that provides strategic flexibility and depth while sustaining the All-Volunteer Force and simultaneously meeting the current and future demands of the National Security Strategy in an era of persistent conflict.

2010 CURRENT
- Demand Exceeding Supply
- Counterinsurgency-Focused Force
- Accelerated Equipment Wear-Out
- Soldier and Family Stress

2011 FUTURE
- Steady-State Achieved via Army Force Generation Process
- Full Spectrum Readiness
- Reconditioning and Recapitalization of Equipment
- Better Facilities and Increased Dwell Time for Soldiers

IMPERATIVES
- Sustain
- Prepare
- Reset
- Transform
21st Century Army

Our goal is to build a **versatile mix** of **tailorable and networked organizations**, operating on a **rotational cycle**, to provide a **sustained flow** of trained and ready forces for **full spectrum operations** and to hedge against **unexpected contingencies** at a **sustainable tempo** for our all-volunteer force.
HQDA G-4 Organization, Mission, Vision, & Priorities
G-4 Mission & Vision

Mission

Enable a ready Army by providing and overseeing integrated logistics policies, programs, and plans in support of Army Force Generation.

Vision

Recognized as the preeminent source on the Army Staff for relevant, value-added logistics expertise. Actively engaged in sustaining, preparing, resetting, and transforming the Nation’s Army in support of full spectrum operations.
G-4 Priorities

- Support OEF/OIF ... includes
  - Buildup
  - Drawdown
  - Reset
- Achieve a Single Army Logistics Enterprise (SALE)
- Adapt Institutional Policies and Programs in Support of ARFORGEN
- Influence Total Army Analysis (TAA)
- Champion Non G-8 Managed LINs Affecting Army Readiness
- Partner with AMC, CASCOM, DLA, and USTC
- Property Accountability
- Shape POM 12-17
- Deliver Innovative Solutions for Logistics Readiness

... And Always Take Care of Our People
OEF Plus Up
OEF Time/Distance Factors

Afghanistan

- 432,162 sq km
- Slightly smaller than the State of Texas
- Most of Country between 2,000-10,000 ft elevation
- Highest Regions are 24,000 ft
OEF Commercial Distribution

- Majority of ground support is through Host Nation commercial carriers
- Supply Lines often have limited or no military presence
- Border Delays
- Theft and Pilferage
OEF Restrictive Terrain

- Limited road network
  - Limited Convoy Operations
  - Leveraged Host Nation trucks averaging 3,000-4,500 on the road per month

- Restricted distribution:
  - Re-supply in restrictive terrain
  - Routine re-supply on small drop zones
  - Poor road network and lack of bridges
  - Supporting and sustaining FOBs, firebases, outposts, etc.

- Aircraft, both rotary wing and fixed, operate with high threat in this area

Remote drop zone
100 x 350 meters on the side of a mountain

Northern Outpost
75 soldiers in combat rely completely on cargo delivery system and rotary wing for sustainment
OIF Responsible Drawdown
Iraq Drawdown Challenges
(Where We Started – March 2009)

- 51 BCT Equivalents
- 143K US Military Personnel, Coalition and Civilians
- 147K Contractors
- 22 Supply Support Activities
- 4.2 million lbs. of Supplies

Equipment in constant motion

4-Step Disposition Process:
1- Consume
2- Redistribute
3- Transfer
4- Dispose (DRMS)
Army Equipment in Iraq
2.78M Pieces of Property Valued at $24.5B

Unit Owned/Authorized
(Redeploys With Unit)
1,708,607 (61.5%)

- Redistribute in Theater
- Fill Army-Wide Shortages
- Redistribute in Theater
- Transfer to Coalition Partners
- Potential Foreign Military Sales
- Redistribute in Theater
- Other U.S. Government Agencies
- State and Local Governments
- Coalition Partners

TPE Standard (Non-Excess)
189,479 (6.8%)

TPE Standard (Excess)
14,262 (0.5%)

TPE Non-Standard “Not Retained”
131,547 (4.8%)

TPE Non-Standard “Retained”
181,660 (6.5%)

Contractor Acquired Property
553,072 (19.9%)
Sample Metrics and Execution Tracking

- We have a drawdown plan for People, Equipment and Supplies in Iraq
- Retrograde non-mission essential supplies and materials
- Retain flexibility – first priority is to meet the needs of the warfighter
- Priority of fill for equipment redistribution is Afghanistan
Responsible Drawdown Bottom line

- There are two main milestones for the Responsible Drawdown of forces in Iraq have been mandated by the President
  - 31 August 2010: End of the combat operations
  - 31 December 2011: Complete withdrawal of U.S. Forces

- We are currently on, or ahead, of schedule in meeting our Drawdown milestones and metrics

- The priority for redistribution of equipment no longer required in Iraq is to Afghanistan

- The Army has developed disposition instructions for all Non-Standard Equipment in Iraq and teams are forward to help implement those instructions

- Positive feedback from the GAO on drawdown efforts overall – solid unity of effort across the community
Organizational Clothing and Individual Equipment (OCIE)
Clothing and Individual Equipment Modernization

New OCIE Items Coming
- ECWCS GEN III
- Plate Carriers
- Army Combat Shirts
- Fire Resistant Environmental Ensemble (FREE)

Rapid Fielding Initiative
- Improve accountability.
- Reduce redundant issues.
- RFI into CIFs.

Management Modernization
- OCIE Central Management/Funding
- Automation Improvement
- Soldier Record in AKO
- Retained Issue
- NGB on standard automation
- RFI into CIF
- Evolve CIFs into Soldier Support Centers by 2013

Equipment Spending per Soldier $17,472

Working daily to modernize both the OCIE and management capability
OCIE Way Ahead

- **Reduction** in *supplemental* funding will **reduce** the pace of *modernization*
- **Sustainment of what we have will be priority**

Our Task – To **sustain at high level** with **less funding**

- OCIE Management Modernization will improve our ability to **sustain more effectively**

```
Funding Levels

Supplemental Funding

Sustainment Funding

Shift in Emphasis

Funding has been at all time high, but will level out or be reduced.
```
OCIE / CIF Management and Modernization

- Established the Central Management Office (CMO) at Army Materiel Command – centralized management of OCIE
- Implementation of the Installation Support Module (ISM) Central Issue Facility (CIF) to automate CIF processes and operations
  - Working the establishment of Requisitioning Objectives and Reorder Points
  - Expanding to Reserves and National Guard
  - POM Funding is there; fielding in December 10
- Rapid Fielding Initiative (RFI) in a CIF
  - Executed test at Fort Carson and Fort Polk
  - Huge benefits and efficiencies to be gained
  - Follow-on test to implement full CIF and RFI integration at Fort Drum
  - Common, agreed upon CIF Standard Operating Procedure (SOP)
- Army Direct Ordering (ADO) expansion to deployed forces
Camouflage Pattern in Afghanistan

In the FY09 Supplemental Appropriations bill Congress reported:

- Some Soldiers expressed concerns about the effectiveness of the UCP in Afghanistan
- The Secretary of the Army was directed to provide a report on uniforms to deployed and deploying troops to Afghanistan by 30 SEP 09

Four-Phased Response:

- **Phase I** – SEP 09 - Two battalions with equipped alternative uniforms MultiCam® and UCP Delta with Coyote Brown
- **Phase II** – OCT 09 to JAN 10 - Collecting data; survey of Soldiers who are serving or recently served in OEF; photo-simulation of uniform colors and patterns
- **Phase III** - 17 FEB 10 - SA announces MultiCam® uniforms and selected OCIE to OEF units
- **Phase IV** – Conduct and evaluate Army long-term uniform camouflage plan
Property Accountability
Equipment in Motion

- Modernization and new technology injected into the force at unprecedented speed; get it to the Soldier in the fight
  - Operational Needs Statements (ONS)
  - Joint Operational Needs Statements (JUONS)
  - Rapid Equipment Fielding (REF)
  - Rapid Fielding Initiative (RFI)

- We executed a solid equipping strategy to ensure wartime requirements were met and it worked!
  - Theater Provided Equipment (TPE)
  - Leave Behind Equipment (LBE)
  - Army Prepositioned Stocks (APS)
  - Operational Projects

- However, time to focus on cleaning the books and reestablishing a culture of supply discipline and property accountability
# New Equipment Fielding Challenges

## An Example

- **Non-Standard Equipment:** Multiple configurations and we didn’t tell your PBO how to account for it when we fielded it.

## Harris Radio AN/PRC 117F

<table>
<thead>
<tr>
<th>Nomenclature</th>
<th>NSLIN/LIN</th>
<th>NIIN/MCN</th>
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<tbody>
<tr>
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<td>R87202</td>
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M1151—Multiple Variants

<table>
<thead>
<tr>
<th>MODEL</th>
<th>LIN</th>
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<th>NOMENCLATURE</th>
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<tr>
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<td>HMMWV M1151 W/ OBJECTIVE FRAG</td>
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<tr>
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<tr>
<td></td>
<td></td>
<td></td>
<td>HMMWV M1151: FRAG KIT 7 GENERAL MOTORS</td>
</tr>
</tbody>
</table>

Standard piece of equipment; Multiple configurations and now different variants with non-standard line item numbers and NSNs -- confusion at the Unit/PBO level.
What Have We Done To Date

**Strategic**
- Established a Property Accountability Task Force (PATF) to identify and fix property accountability gaps (People, Training and Policy)
- Issued Army EXECUTION ORDER (EXORD) 09-01, Subject: Responsible Drawdown; focused on equipment disposition and excess control in theater and home station
- Publicized major good on-going initiatives to identify excess: Soldier Magazine, G-4 Newsletter

**Operational**
- Updated relevant supply policy to align with ARFORGEN processes, removing overly burdensome tasks from the company and shifting them to the battalion/brigade level
- Mandated PM use of PBUSE, when fielding new equipment (PBUSE to PBUSE transfer for immediate visibility)
- Issued guidance to establish installation-based excess collection programs (i.e. Clean Sweep)

**Tactical**
- Streamlined LBE policy, resulting in improved Property Accountability (less moving property)
- Published multiple messages on excess disposition; monthly newsletters focused on supply discipline at the Property Book / Unit Supply level
- Augmented supply rooms with contractor support, to supplement extra workload at key points in the ARFORGEN process
Campaign on Property Accountability

What Are We Trying to Accomplish

Conduct an enduring, highly visible campaign to re-establish a culture of supply discipline and property accountability for an ARFORGEN-based Army by accounting for everything and reintegrating excess into the supply system to enhance Army readiness.

Enduring Objective: Accountability of all property (equipment, materiel and supplies), recorded on a stock record account, enabling accountability and visibility of all Army assets for an ARFORGEN based Army to facilitate Army-wide requirements.
Automation
Logistics Automation Strategy

Migrating from “Systems” to Enterprise Capabilities To Support the WarFighter

From: Legacy
✓ 1970-1980 vintage
✓ Custom coded functional Silos
✓ Point to Point interfaces
✓ limited real time asset visibility

To: Enterprise Resource Planning (ERP)
✓ Web-based, real-time processing
✓ Wider data visibility, increased analytics
✓ Best commercial business practices
✓ Single Army Logistics Enterprise (SALE)

2003
2010
2012
2015
2017

Fielding of Bridging Systems
SAMS-E, ULLS-A(E), PBUSE
✓ Support warfighter today
✓ Lays foundation for ERP

Tactical and Installation Level
✓ Use STAMIS- Functional Stovepipes/custom coded
✓ Separate baselines of SARSS, SAMS, ULLS
SPBSR, SAAS-MOD

National Level: 1970 vintage
✓ Command
Commodity Standard System
✓ Standard Depot System

✓ LMP to CE LCMC (14 site, 4K users)

2002 - Under Secretary of Defense directs Services to move to ERP capabilities and away from custom code

GCSS-Army: Initial Operational Capability
104 Sites, 21K users
• Manufacturing
• Supply
• Inventory Management
• Spares & End item Procurement
• War Reserve
• Depot Maintenance

GCSS-Army: Full Operational Capability
• Supply
• Maintenance
• Property Book
• Ammunition Management
• Master Data Management
• External Data Brokering
• Tactical Financial Processing (federated)

Close linkage with General Funds Enterprise Business System (GFEBS) & other Domains

GCSS-Army: Installation Fixed Base (IFB)
(leveraging capabilities from GCSS-Army tactical release)

Legacy and ERP= Mixed IT Environment

ERP Convergence
What’s New with the SALE

- **PM, Army Enterprise Systems Integration Program (AESIP):**
  - Designing and integrating the technical threads
  - Implementing a solid Master Data Management program to synchronize: Material, Equipment, Assets, Customers, & Vendors

- **PM, Global Combat Support System – Army (GCSS-Army)**
  - “Go Live” in July 2010 at NTC, 11th ACR: Version 1.1 supply, maintenance, property book and financial management
  - Initial Operational Test and Evaluation -- June 2011
**Materiel Solutions for the Future**

### Science & Technology
- **Anti-Corrosion Nanotechnology Solutions – Logistics**
  - Nano-engineered coatings and materials.

### Energy
- **Agile Robotics**
  - Agile, semi-autonomous robotics capabilities.

### Next Generation Wireless Communications
- Cutting-edge wireless communications and sensors for near real time asset visibility.

### Common Logistics Operating Environment
- New generation of technologies in a single operational and technical architecture.

### Condition Based Maintenance Plus
- Proactive equipment maintenance capability to predict failure and take appropriate action.

**Emerging technologies to improve readiness.**

**High-impact innovative solutions to reduce fuel consumption and provide alternate energy sources.**

**Cutting-edge wireless communications and sensors for near real time asset visibility.**

**Cargo Unmanned Aerial System for future Aerial resupply.**
Emerging Energy Technologies

Increase Supply

Waste-to-Energy
Convert military waste to usable power

Power Dish Solar Concentrator
Solar energy collection with high conversion efficiency

Fuel Cells
Reformed methanol hybrid fuel cell

Reduce Demand

Energy-Efficient Shelters
Modular shelters for rapid construction, mobility and reduced HVAC power needs

Hybrid-Electric Vehicles
Hybrid technology for reduced fuel consumption and extended silent watch capability
Where Industry Can Help

- Always looking for efficiencies and ways to cut costs
- We need your good ideas, experience and expertise – in the full spectrum of contract support (staff augmentation, product delivery, supply chain efficiencies, efficiencies through technology, etc)
- Partner with each other to bring the “best value” to the government – we are looking for integrated solutions
- Keep your patience with us – dynamic times, demanding missions, changing and competing priorities

Our success hinges on the support we receive from our Industry Partners – we could not succeed without you
The Army is making progress in restoring balance by CY11

We are transforming our institutional Army to make ARFORGEN a reality

The Warfighter remains our #1 priority

If you have a better, faster, cheaper, more efficient, less manpower-intensive idea ... we are listening
Questions?
Afghanistan Force Plus-up

- Plus-up of 30,000 additional troops by 31 August, 2010 is feasible, but a challenge

- Using multiple modes of transportation to move equipment into Afghanistan. Air for critical and sensitive equipment and surface for the remaining equipment (e.g. food, consumables, etc)

- Getting the best equipment to the Warfighter (to include MRAPs, UA TWV, IED-defeat technology)
  - Utilizing TPE, new production, Iraq drawdown, and APS assets

- We are working with US Forces-Afghanistan to implement strategies to increase daily throughput at strategic hubs and border crossings
  - Using Northern Distribution Network when possible
  - Developed a multi-modal operation for M-ATV movements, using sea and airports in Bahrain
OEF Unique Pattern (OUP) for Afghanistan

- First Issue of OUP to next deployers begins in August
- Soldiers will receive four sets of OUP FRACUs*, with some integrated improvements over UCP FRACUs including:
  - Factory treated with permethrin
  - Reinforced crotch/seat
  - Buttons vice hook and loop on cargo pockets
- Soldiers will receive the same OCIE and body armor in OUP that they would normally receive in the UCP. Proposed list:

<table>
<thead>
<tr>
<th>Helmet Covers</th>
<th>Patrol Cap and Sun Hat</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nape Protection Pads</td>
<td>IFAK</td>
</tr>
<tr>
<td>MOLLE, including all kits and accessories</td>
<td>Army Combat Shirts</td>
</tr>
<tr>
<td>Body Armor, including Plate Carriers</td>
<td>Nape Pad</td>
</tr>
<tr>
<td>ICVCs</td>
<td>Knee and Elbow Pads</td>
</tr>
<tr>
<td>A2CUs</td>
<td>Ruck Sacks</td>
</tr>
<tr>
<td>FREE, selected layers</td>
<td>ECWCS Layers 3 (Solid Tan), 4, 5, 6</td>
</tr>
</tbody>
</table>

*ICVCs and A2CUs are fielded ILO FR ACUs for specified MOS’s
Phase IV The Army’s Long Term Camouflage Strategy

- TRADOC is tasked to lead the Army’s effort with the long-term camouflage decision
  - Consider the cost for the Soldier to maintain a uniform for garrison, sustaining uniforms, and compatible OCIE
  - Base on collaboration with operational, acquisition, and scientific communities within the Army and inter-service as appropriate
  - Applicable to conventional and special forces
  - Consider the effectiveness of concealment in a variety of combat environments
  - Address production capacity and timeliness for implementation

- Brief Army leadership 1st QTR FY 11 on strategy and requirements for long-term camouflage decision
Class IX Initiatives

- **Leverage the capabilities of DLA Forward Distribution Depots**
  - Improve forward stockage for DLA/AMC items by increasing breadth and depth of high demand/heavy weight items – reduces Army’s Air Transportation bill
  - Expanded mission – DDKS performs serviceable return and retrograde for Army
  - DLA Expeditionary Depot in Afghanistan Initial Operational Capability (IOC): 31 Jul 10

- **Established the Army Expert ASL Team**
  - Centralizes ASL management for 300+ Active Duty, National Guard and Reserve SSAs
  - Institutionalizes a single standard process for ASL development
  - Phenomenal success: Afghanistan – 10% increase in SSA Readiness Driver Fill rate while we’ve experienced a 30% increase in demands

- **Transitioned MRAP Class IX from provisioning to demand-based stockage**
  - Focus on increasing the breadth and depth of SSA readiness drivers
  - MRAP SSA Readiness Driver Fill rate currently at 58%
  - ASL Zero Balance for MRAP parts is currently less than 6%
- 24 SSA’s at the peak; goal is seven
- Today we are at 8 tactical SSA’s
- One additional to close in Aug 10
- Rightsizing SSA’s to match AAB/CAB
AFGHANISTAN - SSA FOOTPRINT

- 18 SSA’s in Afghanistan
- Plans call for up to 20 SSA’s
- ASL sizes vary RIC W2A – 2,100 lines; W8G – 11,500 lines