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# Sustaining the Current Force & Improving the Future Force

5 February 2007



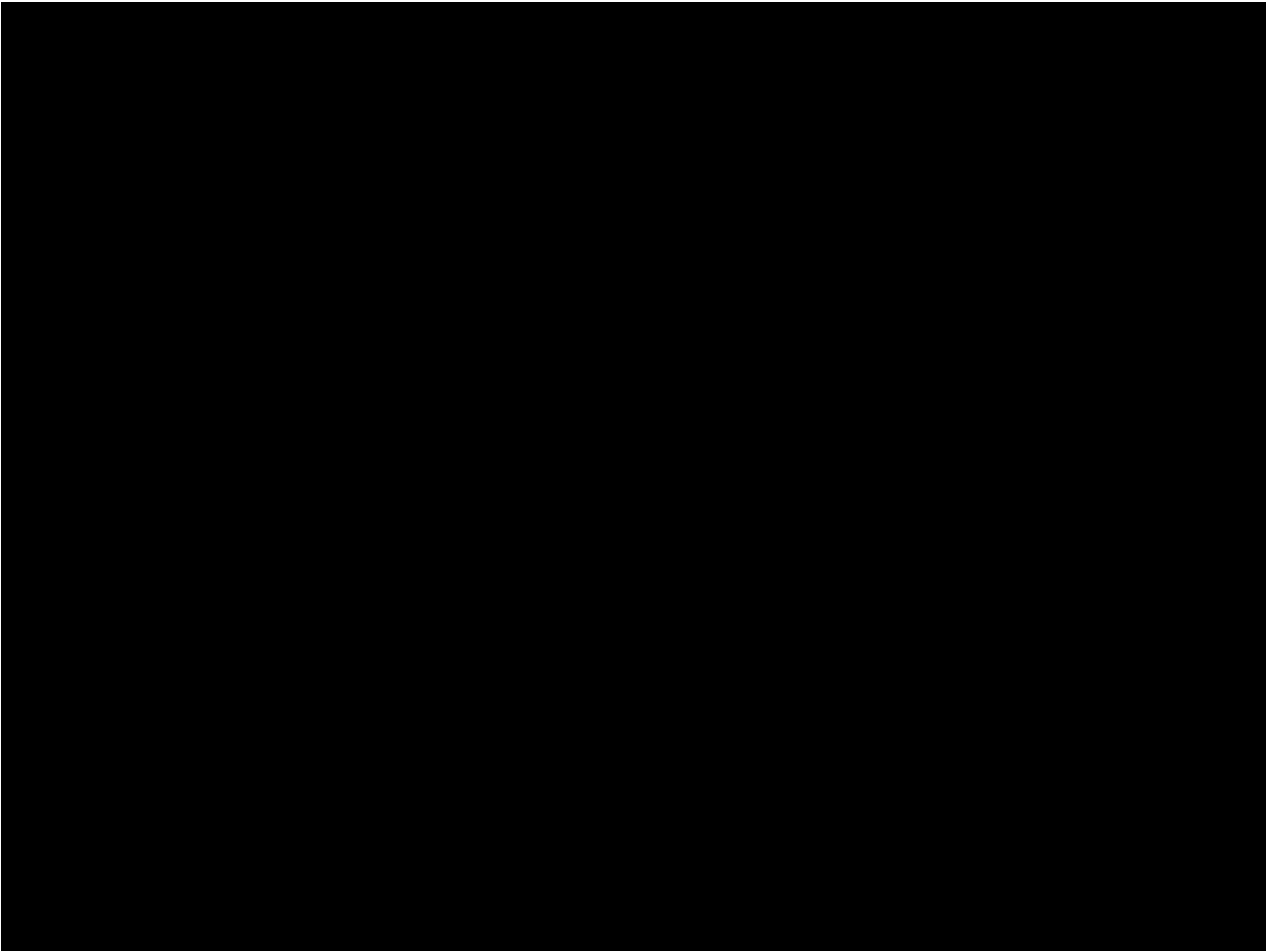
Lieutenant General Ann E. Dunwoody  
Deputy Chief of Staff, G-4  
Headquarters, Department of the Army



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BOOTS ON THE GROUND



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# CSA's Direction

*GEN Schoomaker, HAC-D Testimony, 23 Jan 2007*

"We are in a **dangerous, uncertain, and unpredictable time**. As we continue our mission worldwide and prepare to increase our commitment in Iraq, **we face challenges that exceed the level of demand envisioned** in the recent quadrennial review of defense strategy."

"The changed conditions of warfare necessitate that **we can no longer accept risk in how we equip our combat support and combat service support units**. There are no front lines in today's battle space. **We must equip all units with force protection, night vision goggles, crew served weapons, radios, and other critical items needed to operate.**"



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# What I Hope to Leave You With...

- We can no longer afford to accept risk in how we equip & sustain the Army
- Our leadership has gone to bat for more resources
- Our challenge is getting our arms around what we need
- Your challenge is giving our Soldiers the best industry has to offer



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**We Count On You To Make A Difference**

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# Our Army

**From**

**To**

**\$56B  
shortfall**

**Tiered Readiness (Peace)**  
ALO'd Units  
("Have's and Have Not's")



**Cyclic Readiness (War)**  
Available And Ready Forces Ready To Fight

**Legacy Force**  
Division Centric

**\$100**



**Modularity**  
Lethal, Agile, Deployable

**\$10** **\$5** **\$1**

**OPTEMPO**  
Predictable Training Cycles



**High OPTEMPO**  
Increased Equipment Use By 4x

**Ownership**  
Train & Deploy W/ Assigned Equip



**Stewardship**  
Army Owned, Unit Leased



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**Not Business As Usual...**

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# Moving Out On All Fronts...

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## READINESS

Congressional support has provided the necessary *means* for the Army to undertake disciplined, orderly *ways* of reconstituting and resetting the force ensuring the *ends* of restoring and building combat power

**\$17.1B**

*Have reset over 200,000 pieces of equipment and weapons*

### ARMY READINESS

*HAVE SUSTAINED OEF/OIF FOR 5 YEARS GROUND  
EQUIPMENT READINESS > 85%*

### INDUSTRIAL BASE PRODUCTION

*TWICE PRE-WAR LEVELS  
GREATEST OUTPUT SINCE VIETNAM*

### ARMY PREPOSITIONED STOCKS

*TRANSFORMED AND RESET APS-4 IN KOREA AND  
APS-5 IN KUWAIT; SOURCE FOR SURGE*

### LOG AUTOMATION FUNDING

*BUILDING A STATE OF THE ART ENTERPRISE  
UP \$800M FROM FY 06 FUNDING*

### OIF EQUIPMENT RETROGRADE

*FROM 3,496 VEHICLES TO 12,332  
FY05 FY07*

### SUSTAINMENT

*HISTORICALLY UNDERFUNDED BASE ROGRAMS  
SUPPLEMENTAL FUNDING OF \$17.1 B FOR RESET*

### PROPERTY ACCOUNTABILITY

*ACHIEVING CORPORATE VISIBILITY FOR \$230B  
ENTERPRISE*

### SUPPORT TO OTHER SERVICES

*APPROXIMATELY \$193M IN DEPOT SUPPORT*



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# Our Challenge =

Understanding  
& Capturing  
The Total  
Requirements

+

Seeing And  
Knowing  
What We Have,  
Who Has It &  
What Condition  
It's In

+

Holistic  
Fielding,  
Funding, &  
Modernization  
Strategy



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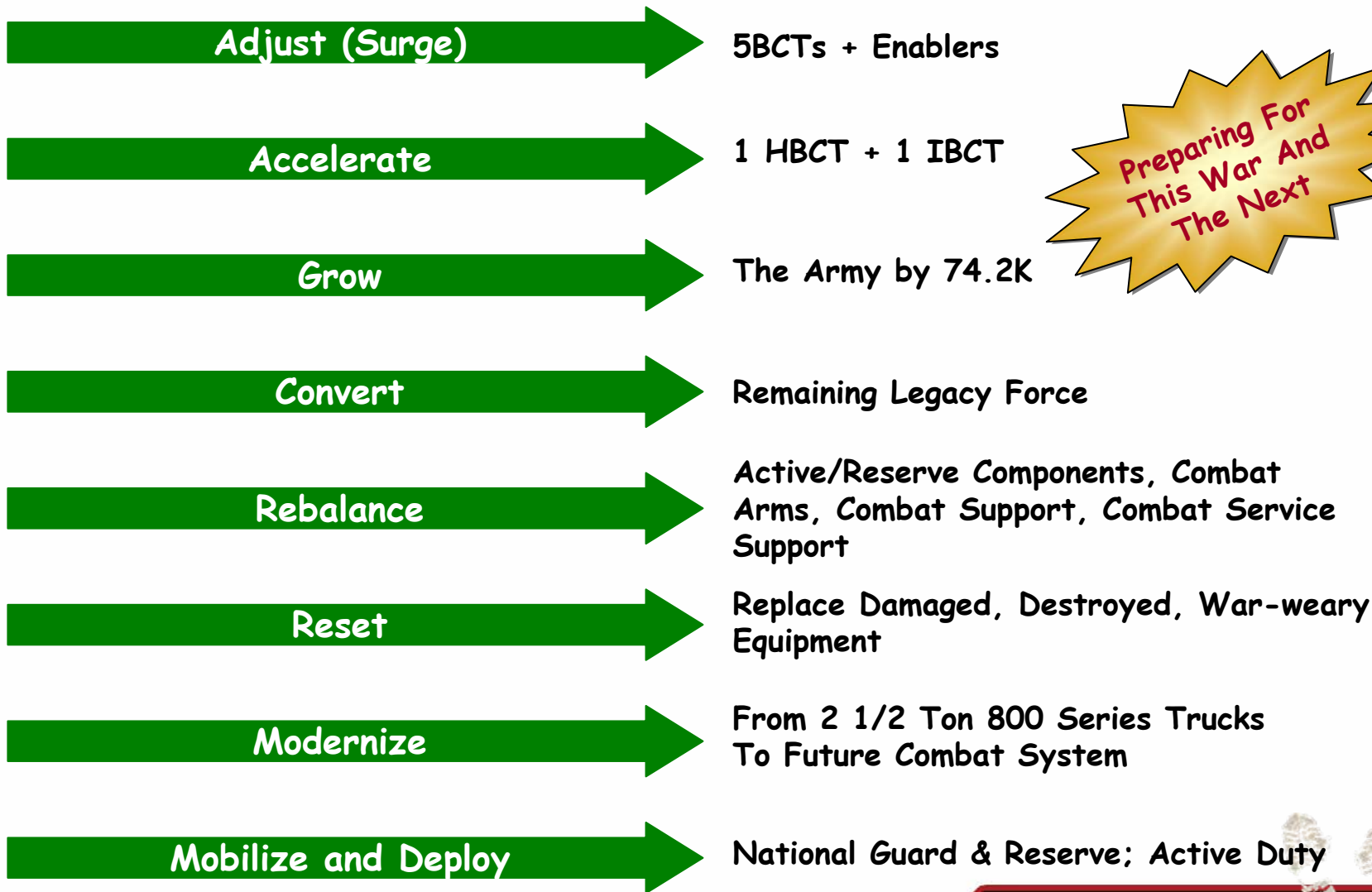
**We Cannot Accept Risk...**





# Increasing Demands

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Preparing For  
This War And  
The Next

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## Driving Requirements Up





# Living Thru the Perfect Storm

*Not Knowing What We Have...*

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Deployment equipment lists

Limited Wartime  
Accountability

Attached and detached units

Theater Provided Equipment

RFI and REF

New Equipment Fielding

Credit Cards

Operational Needs Statements

COTS

Left Behind Equipment

Sensitive Item Accountability

Multiple Hand Receipts/Property Books

Shortage of supply specialists

Legacy Logistics Systems

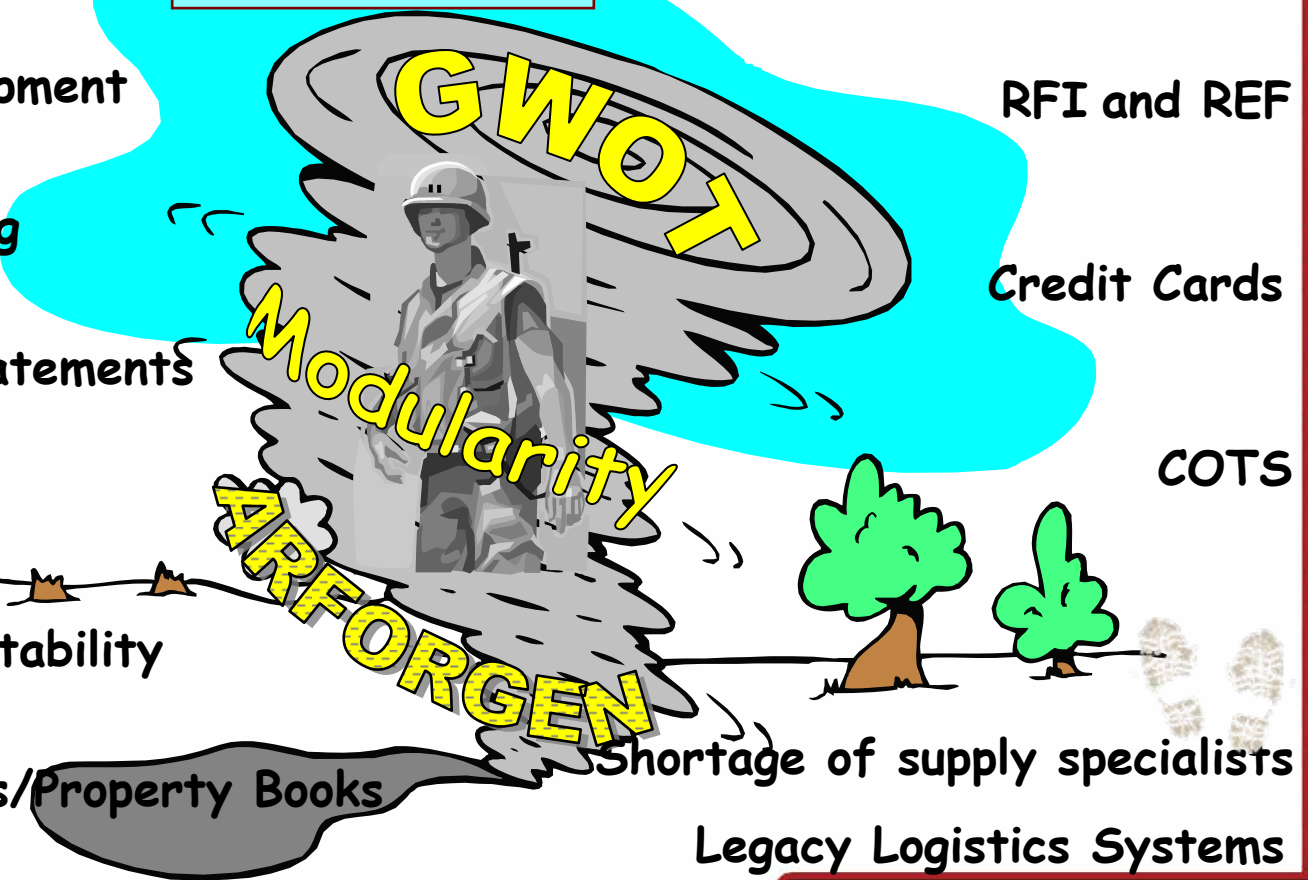
Thousands of Property Transfers



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Equipping Success Had Unintended Consequences

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# Recovering from the Perfect Storm

## Getting After It...



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### CORPORATE VALUE

FROM \$124B TO \$230B



### CORPORATE VISIBILITY

FROM 21.8 M TO 3.4B ITEMS VISIBLE



### OPERATION TOTAL RECALL PHASE I

2269 WEAPONS/NVD FOI NOW VISIBLE IN PBUSE



### FINANCIAL LIABILITY

FROM \$850M TO \$767M; \$83M COST AVOIDANCE



### DATABASE CLEANSING

FROM 872K INVALID ENTRIES TO 0



### LOG AUTOMATION FUNDING

FROM FY06 FUNDING - UP \$800M  
STILL NEED \$1.1B



### CONTAINER MGMT / RETROGRADE

FROM \$13.1M TO \$2M IN DETENTION COSTS



### PBUSE FUNDING AND FIELDING

FROM \$0 TO \$ 58M IN FUNDING;  
FROM 0-33% FIELDING TO TDA PBOS



### CENTRAL ISSUE FACILITIES

FROM \$1.5B TO 2.3B VALUE VISIBLE IN CIF-ISM  
\$10M IN EXCESS USED TO OFFSET NEW BUYS



### DEPLOYMENT TIMELINES

FROM 120 DAYS TO 90 DAYS



### LEAN SIX SIGMA / LOG POLICY

FROM 450 DAYS TO 115 DAYS TO CHANGE POLICY  
FROM 24 STEPS TO 10 STEPS



### RAPID FIELDING INITIATIVE

FROM 0 TO 70% OF 850K LINS VISIBLE (CIF-ISM / PBUSE)



### READINESS - AMC MANAGED LINS

FROM 4700 LINS TO 300-400 LINS;  
ELIMINATED 900 USR LINS THAT WERE S4 RATING



### ARFORGEN - SUBSTITUTE LINS / REGS

FIXING REGULATIONS TO ACCURATELY REFLECT READINESS REPORTING; ELIMINATING INNACURATE REPORTING FOR OBSOLETE EQUIPMENT (OVER 20K TRKS/NVGS)



IMPROVING / ON SCHEDULE



HOLDING STEADY



NOT IMPROVING / NO ACTION TAKEN



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# Gaining Visibility Over Our Enterprise

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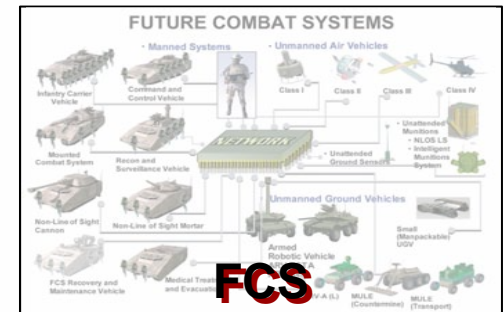
# What We Need From You...

*The Best Industry Has to Offer*

*Our Equipment Must Be:*

- ❑ Safe
- ❑ Reliable
- ❑ Maintainable
- ❑ Supportable
- ❑ Trackable

**Soldiers' lives  
depend on it**



**And Most Importantly Protect Our Soldiers**



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# Let's renew our commitment to America's most treasured asset...

Soldiers are the centerpiece of our Army  
Living the Warrior Ethos - on duty protecting the Nation and the society they serve.



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# Questions?



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# Where We've Been

## Success: Army Logistics Transformation



**Sep 04**—TSC Design Approved



**1<sup>st</sup>, 167<sup>th</sup>, 8<sup>th</sup> TSCs** Stood Up in **FY06**



**Nov 04**— ESCs, Sus Bde Designs Approved



**5 ESC/ 11 Sus Bdes** as of **Sep/06**



**Dec 04**—Joint Capable Concept of Support Approved



**Employing Concept Today**



**Jul 05**—ARFORGEN Approved



**Executing Now**



**Oct 05**—Review DOL Functions (IMA/AMC)



**Maint Functions Transferred Oct 06**



**Feb 06**—ASC Concept Design Approved



**Stood Up 22 Sep 06**



**Jun 06**—Army Service Uniform Approved



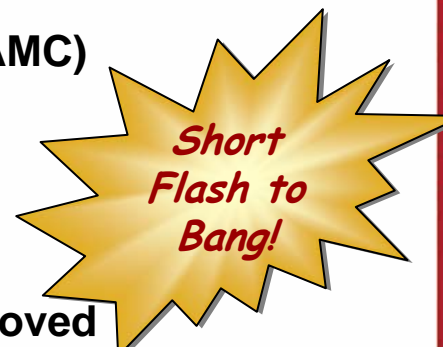
**Available 4<sup>th</sup> Qtr FY 07**



**Aug 06**—SDDC ADCON to AMC



**Approved Oct 06**



*Short  
Flash to  
Bang!*



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