

G-4 Army Posture Statement 2013 Information Papers

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Army's Depot Maintenance Program

What is it?

Depot maintenance is the overhaul, upgrade or rebuild of parts, assemblies, subassemblies, and end-items to return equipment condition to the Army standard. It supports unit readiness by improving materiel availability and reliability.

What has the Army done?

In Fiscal Year 2012 (FY 12) the Army's Depot Maintenance program repaired, overhauled or rebuilt over one million pieces of equipment providing support to the Army, the Department of Defense and other worldwide partners. In FY 12, the Army's Depot Maintenance workloads generated approximately \$5.0 billion in revenue, representing about 23.5 million direct labor hours (DLHs).

The Army's five organic maintenance depots instituted a Continuous Process Improvement (CPI) program utilizing Lean Six Sigma (LSS) and Value Engineering methodologies. These efforts have reduced the cost and repair cycle times, which directly contributed to improving equipment availability.

In December 2012, the Army published the Organic Industrial Base Strategic Plan (OIBSP) that provides a forward looking management framework capable of identifying critical risk areas through the out-years. The OIBSP establishes a common framework that mitigates risk and ensures critical organic industrial base (OIB) capabilities are sustained and available to meet future wartime and other contingency operations.

What continued efforts does the Army have planned for the future?

Army depots will continue to support Army "core" requirements - repair, overhaul, and recapitalization of critical systems needed to support current and future contingencies. The Army's depots will continue to build on their initial successes and perform CPI/LSS events to reduce costs and enhance labor skill sets that will evolve with the modernization of equipment. The Army will also continue to meet its statutory requirement under 10 U.S.C. 2466.

We project to execute maintenance workloads totaling ~\$4.0 billion and representing ~18.5 million DLHs during FY. The Army will begin to operate in the framework outlined in the OIBSP.

Why is this important to the Army?

Depot maintenance ensures the operational availability of equipment for future contingencies. Depot lean initiatives produce more efficient processes that improve materiel availability at a reduced cost to support Army equipment needs.

Army Equipment Reset

What is it?

Army Equipment Reset is defined as a set of actions to restore equipment to a desired level of combat capability commensurate with a unit's future mission. The three components are:

- *Repair* – The application of maintenance services, including fault location/troubleshooting, removal/installation, disassembly/assembly procedures and maintenance actions to identify deficiencies and restore serviceability to an item by correcting specific damage, fault, malfunction, or failure in a part, subassembly, module (component or assembly), end item or system.
- *Recapitalization* – A modernization process for selected equipment to near zero time/zero miles which includes technology insertion and results in a new model-new life.
- *Replacement* – Procurement of new end items to replace equipment lost due to combat, washout (non-economical repairable) or end-of-life cycle.

What is the Army doing?

We have Reset over 3.2 million total pieces of equipment and 33 brigade level and smaller units annually since 2003. Over the same time period, these efforts have enabled the Army to maintain operational readiness of equipment at over 90% and 75% for ground and aviation, respectively.

In FY12, the Army Reset over 119,000 pieces of equipment at the sustainment (depot) level and over 600,000 pieces of equipment (e.g., small arms; night vision goggles; and nuclear, biological, and chemical equipment) through our Special Repair Teams.

What continued efforts does the Army have planned for the future?

The Army's FY13 target is to Reset (repair) approximately 90K items at the Sustainment Level and approximately 250K pieces of equipment through SRTs and about 282 aircraft.

Why is this important to the Army?

A fully-funded Army Reset program ensures that equipment destroyed in battle is replaced, and equipment worn by prolonged conflict in harsh environments is restored for our combat forces as they prepare for future contingencies. Reset efforts, juxtaposed with our base-funded repair and acquisition programs, are projected to increase Equipment On Hand (EOH) percentages. This plan is based on our ability to leverage our industrial base capabilities to Reset excess inventory retrograde and Automatic Reset Induction (ARI) assets from theater in addition to new acquisition program production to fill EOH shortages.

Army Power Projection Program (AP3)

What is it?

Army Power Projection Program (AP3) is the Army's initiative to guide the development of strategic mobility enablers required to provide expeditionary force projection in support of combatant commanders' requirements. The Rapid Expeditionary Deployment initiative (REDI), the catalyst to drive deployment readiness, refocuses the Army to quickly provide forces to meet global combatant commander requirements for the full range of military operations on short notice. REDI is nested in the AP3 framework and leverages community of interest input and expertise to create an integrated approach to deployment readiness. REDI synchronizes the deployment enterprise along three lines of effort — infrastructure, training, and policy. The goal of AP3 is to provide rapid, credible, global response options through the effective use of Joint, Service, and commercial capabilities. AP3 seeks capability development within eight functional areas: Program Oversight, Airlift, Deployment/Redeployment, Deployment Training and Readiness, Distribution, Outload Infrastructure, Preposition, and Sealift.

What has the Army done?

The Army published Army Regulation 525-93, Deployment and Redeployment, establishing policies, responsibilities, and procedures for all commands and agencies responsible for planning, preparing, and supporting deploying and redeploying Army Forces. The Army championed the Deploy/Redeploy Task Group for inclusion in Army standardized Mission Essential Task Lists (METL) and reinvigorated Department of the Army sponsored Emergency Deployment Readiness Exercises (EDRE) and Sea EDRE (SEDRE) so units may renew and maintain their expeditionary deployment skills in support of contingencies and unforeseen crises. Finally, we completed an initial review of installation deployment infrastructure and found that while there are no critical MILCON requirements, there is room for improvements and sustainment requirements.

What continued efforts does the Army have planned for the future?

AP3 will continue to provide updated, integrated, synchronized, and validated policy, processes, regulations, and doctrine. Army readiness will be validated to rapidly deploy through EDREs and SEDREs. Assessment of force projection capabilities will continue at key installations, depots, and ports in terms of facilities, people and equipment, and identify gaps to address in future programming. Critical to ensuring the ability to rapidly deploy, appropriate resources must be programmed to address any deficiencies or gaps. Finally, we are using existing IT systems to automate installation deployment readiness reporting.

Why is this important to the Army?

REDI helps ensure that the army is able to project power quickly. REDI maintains the Army as "America's Force of Decisive Action."

Army Prepositioned Stock (APS) Logistics Concept Plan

What is it?

The Army Prepositioned Stocks (APS) Logistics Concept Plan supports the objectives of the APS Strategy 2020. The APS Logistics Support Concept covers the Care of Supplies in Storage (COSIS) of the unit sets, operational projects (OPROJ) and sustainment stocks in various locations around the world; ship leases for the afloat sets; replacement of shelf-life items; storage fees, exercises of APS equipment, and labor costs. COSIS involves routine and unscheduled maintenance of equipment, accountability, and preparedness to issue.

What has the Army done?

To support the APS Logistics Concept Plan, the Army has a variety of accomplishments encompassing Unit Equipment Sets, Operational Projects, and Sustainment Stocks. Two examples of our efforts to support unit sets in FY 12 were completing the upload of Army Strategic Flotilla (ASF) III enhanced sustainment brigade, and completing a cargo maintenance cycle for a theater opening/port opening ship. For Operational Projects, we provided Force Provider Modules (FPM) for CENTCOM Operational Needs Statements and inducted eleven modules from the theater into the Reset program. Regarding Sustainment Stocks, we significantly reduced projected cost for War Reserve Class VIII (Medical) stocks through use of "Contingency Contracts" with DLA, which defers procurement until a need is established.

What continued effort does the Army have planned for the future?

During FY 14, APS-3 Afloat will have one munitions ship cargo maintenance cycle. The planned cargo maintenance cycles for the first two vessels of the ASF III sustainment brigade are expected to take place in FY15. Intent is also begin the build of the APS-5 sustainment brigades in Kuwait and Qatar in FY16 with the APS-5 Infantry battalion expected to achieve Full Operational Capability same year. We will continue the retrograde and Reset of Force Provider; however, modernization efforts for other containerized systems and the Inland Petroleum Distribution System (IPDS) is also expected in FY16. We plan to expand the stock co-mingling initiative with DLA to Class II (Individual and Organizational Equipment) and Class IV (Construction and Barrier Material) equipment, along with the ongoing effort in Class IIIP (Packaged Petroleum) and Class IX (Spares and Repair Parts) across the entire APS program.

Why is it important to the Army?

APS provides readiness and anticipated supplies for an early-entry Army Force. APS equipment reduces the demand on initial strategic airlift and sealift. The composition of APS supports unified land operations across the globe by providing strategic reach.

Army Watercraft

What is it?

The current Army watercraft fleet consists of 118 platforms and systems. There are four categories of Army Watercraft Systems (AWS):

1. Command and Control (C2): Provides C2 of port assets, visibility and input to the common operating picture, and cargo tracking. These assets are the critical link in the Joint force commander's ability to project forces and open ports/theaters.
2. Causeway: Multi-purpose capability that enable throughput in constrained draft and beach gradient conditions, and provide the link between strategic shipping and shore.
3. Landing Craft: Mobility platforms providing intra-theater lift of time sensitive, mission critical personnel and materiel in support of Joint and Army ground forces.
4. Floating Craft: Multi-mission platforms providing heavy lift, towing, degraded or austere port augmentation, repair, and salvage capabilities enabling the Joint force with the flexibility to overcome area (port) denial and anti-access (A2/AD) environments.

What has the Army Done?

In November 2012, the Vice Chief of Staff, Army approved Army watercraft program modernization. The strategy identified fiscally informed decision points to sustain the newest portions of the fleet while incrementally modernizing to maintain a sustainable fleet size, age, and mix.

What continued efforts does the Army have planned for the future?

The AWS modernization plan includes:

- Execution of Landing Craft Utility-2000 Service Life Extension Program and Command, Control, Communications, Computers, Intelligence, Surveillance, and Reconnaissance upgrades.
- Development of a family of maneuver support vessels to improve current capabilities in key operational areas: speed, forces and cargo movement flexibility, protection, network and mission command, joint interdependence and interoperability, and operational efficiency.
- Focus on ensuring the Army has the ability to conduct expeditionary employment of combat configured forces and Joint force sustainment while overcoming A2/AD challenges.

Why is it important to the Army?

AWS support three main Army warfighting functions: mission command, movement and maneuver, and sustainment. Army watercraft enables expeditionary employment of forces by providing tailorable, flexible, and scalable options to overcome A2/AD, conduct port opening, Joint Logistics Over the Shore, and intra-theater lift in support of combatant command operational plans and humanitarian/disaster relief operations.

Common Logistics Operating Environment (CLOE)

What is it?

The goals of the CLOE program are to improve mission readiness, reduce the footprint of logistics assets, and lower life cycle costs of Army systems. To accomplish this, CLOE imposes a set of standards, interface definitions, and information protocols that implement an overarching logistics operating concept. As the CLOE is propagated throughout the service, the Army will be provided with an integrated picture of asset mission readiness and integrated management of logistics activities.

What has the Army done?

The capabilities that comprise the CLOE provide commanders, operators, maintainers and fleet managers enhanced capabilities to generate, monitor, and assess platform-level logistics data. These capabilities are described and maintained in the Army's Integrated Logistics Architecture (AILA). CLOE is delivering system engineering documents and Common Information Management Services (CIMS) software to enable a common infrastructure for integrating platform logistics data with Army Logistics Management Systems and the Condition-Based Maintenance (CBM) data warehouse. This includes implementation of open standards tailored to the Army's emerging Enterprise Resource Planning systems.

What continued efforts does the Army have planned for the future?

In 2013, the US Army Logistics Innovation Agency will participate in a CBM+ Architecture and Technology Demonstration with the Army Materiel Command, which will feature use of CIMS to manage the integration of logistics data per CLOE standards. The demonstration will serve to validate CBM+ content described in the AILA. CLOE also hosts working group and management meetings to synchronize activities across the organizational and domain boundaries required to realize end-to-end capabilities.

Why is this important to the Army?

Ground and aviation cost-benefit analysis and demonstrations have shown the potential of CLOE capabilities to increase mission readiness rates from 4.5 to 9.0 percent, improve safety, enhance logistics situational awareness, lower the cost of sustaining military platforms, and improve the quality of system usage data. LIA published a Cost/Benefit Analysis for applying CLOE enablers that projects a 10-year cost reduction of over \$75M if implemented across seven Stryker Brigade Combat Teams.

Condition Based Maintenance Plus (CBM+)

What is it?

CBM+ is maintenance performed on evidence of need, integrating Reliability Centered Maintenance analysis with enabling processes and technologies that improve the availability, reliability, and ownership costs of weapon systems. The CBM+ consists of: Data Collection (platform level); Data Transmission - Platform to Enterprise; Data Warehousing - Data Warehouse at the Logistics Support Activity; Analysis at the Lifecycle Management Commands to reveal condition indicators, materiel design issues or process defects; and Action/Decision - maintenance process changes, engineering changes, supply chain process improvements, and safety of use messages. CBM+ capabilities have improved or eliminated 127 maintenance procedures over the past 24 months. CBM+ enabled aircraft experienced 1.4% - 12.9% reduction in Non-mission Capable Maintenance and a 1.5% - 13.1% increase in mission readiness over the same period. Over 80% of the current aviation fleet is CBM+ enabled.

What is the Army Doing?

Pilot Programs are currently underway with Tactical Wheeled Vehicles, Power Generation and Aviation/Missile systems. The pilots will inform Program and Fleet Managers on the best value configuration for data sensing/collection and recommend fleets that should be instrumented. The Army also published the CBM+ Sustainment Implementation Guide (SIG) on 04 March 2012. It provides an Army-wide high-level framework for implementing CBM+ sustainment capabilities and guidance on synchronizing platform modifications and creates linkages to communications and information technology systems. Finally, the Army identified a capability gap of moving platform data to the Army Enterprise. This gap can be mitigated with an Infrastructure Bridging Strategy that provides a materiel and software solution that would enable data transmission to GCSS-A. This is a work in progress and will continue into 2013. Cost estimates to field 24 ABCTs and 9 SBCTs from 2015 - 2020 are relatively low; however funding challenges exist in both Operation and Maintenance, Army (OMA), and Other Procurement Army (OPA), funding.

What continued efforts does the Army have planned for the future?

Pilot Programs will continue through FY14. Work on the Infrastructure Bridging Strategy will also continue in 2013, with the objective of influencing funding decisions in POM15-19. Finally, efforts with Weapon System Program Managers will continue to ensure CBM+ capabilities are included in weapons system designs and data structure requirements are met.

Why is this important to the Army?

CBM+ is an essential enabler that contributes to improve weapon system availability and readiness, reduces soldier maintenance burden by eliminating or improving maintenance processes, optimizes the supply chain by providing anticipatory rather than reactive logistics and enhances safety of use by exposing potential hazards before they occur. Continued OMA and the addition of OPA funding will allow CBM+ capabilities to reach their full potential effectiveness.

Updated as of: 25 Feb 13

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Contingency Basing

What is it?

Contingency Basing (CB) is an integrated system for mission focused rapidly deployable base camp capabilities that can operate in a wide range of environments.

What has the Army done?

In August 2012, the Joint Capabilities Board approved the Army's CB Initial Capabilities Document (ICD), which identifies required capabilities and gaps. To address these gaps, we are changing doctrine, organization, training, materiel, leadership development and education, personnel, and facilities.

We operate two testing and evaluation sites explicitly for CB solutions. The first is the Base Camp Integration Laboratory (BCIL) at Fort Devens, Massachusetts, which evaluates and integrates energy, water, and waste solutions for small and medium base camps (300-5,000 Soldiers), and provides data to support in-depth analyses and future standards. One specific initiative, the Smart and Green Energy (SAGE) program, will reduce fuel consumption by 30 to 60 percent.

Contingency Basing Integration Technology and Evaluation Center, Fort Leonard Wood, Missouri is being developed to provide training for engineers, military police and chemical Soldiers, while informing future engineering and construction standards, which should be updated by mid-year 2013. We have also partnered with the other Services to develop common construction standards to ensure that the Army can provide contingency base solutions that are safe, affordable, and interoperable with the other members of the joint force.

What efforts does the Army have planned for the future?

The Army plans to publish guidance and doctrine for CB infrastructure, management, integrated base defense and engineering standards to ensure survivability and sustainability. In addition, the Army is seeking to significantly reduce base camp energy logistics requirements by as much as 30 to 60 percent; reduce manpower requirements for operations and maintenance; and reduce operational disruptions through solutions such as fuel management, smart micro grids, renewable energy sources, more efficient generators, onsite water production, and insulated shelters. Improving efficiency and reliability at base camps represents a great opportunity to increase operational effectiveness.

Why is this important to the Army?

Our ability to rapidly establish and operate contingency bases will become increasingly important to force projection, sustainment, and protection in the face of anti-access/area denial threats, directly supporting our ability to prevent, shape and win.

Inland Petroleum Distribution System/Early Entry Fluid Delivery System Capability

What is it?

The Army will establish the early entry petroleum receipt and initial petroleum distribution capability in theater. The Inland Petroleum Distribution System (IPDS) is a general support, bulk fuel storage and pipeline system that can be constructed at a rate of three miles a day, pumping up to 720,000 gallons of petroleum per day over hundreds of miles. The IPDS is critical in providing large volumes of fuel to support the operational need of the war fighter. The Army is developing a complement to IPDS to accomplish critical early entry capability. The Early Entry Fluid Delivery System Capability is intended to be a rapidly emplaced high throughput petroleum distribution conduit system. Its primary purpose is to provide early entry pipeline capability until IPDS aluminum pipeline can be constructed. The system is configured into a 50 mile set. This capability will throughput 850,000 gallons of petroleum per day; the system is emplaced at a rate of 25 miles per day.

What has the Army done?

The US Army Combined Arms Support Command (CASCOM) is developing a Capability Production Document (CPD) for the capability. The Army Petroleum Transformation, as planned for in the Total Army Analysis (TAA 12-17), will induce mission vulnerabilities in future conflicts. By 2014, over 90% of the Army's functional Petroleum capabilities will migrate to the Reserve Component from the Active Component. Current Combatant Command (COCOM) Operation and Contingency Plans require future Modular Forces to rapidly develop a distribution network to provide theater opening and establish CLIII (B) distribution capabilities.

What continued efforts does the Army have planned for the future?

The CPD was initiated in Sep 12 with worldwide staffing scheduled for Dec 12. CASCOM and the Product Manager for Petroleum and Water Systems are developing a Business Case Analysis and Life Cycle Cost Estimate for this system. Force structure enhancements developed during the recent Force Design Update (FDU) projects: three Assault Hose-Line Teams and one Pipeline Platoon will operate the system; one Petroleum Battalion; and two 10 person Liaison Teams for staff planning at the Expeditionary Sustainment Command and Theater Sustainment Command levels with an effort to secure an Colonel led Theater Petroleum Center. Training and Doctrine Command has approved the FDU and the Deputy Chief of Staff, G-3, Director of Force Management, has approved the concept which is currently undergoing a Table of Organization comparison review.

Why is this important to the Army?

Under Title X, subtitle b, part I, chapter 307, the Army has responsibility for expeditionary early entry, bulk fluid capability. This capability will provide expeditionary force structure enhancement to meet the COCOM Commander's Petroleum, Oil, and Lubricants (POL) requirements. The Modular Force would be required to rapidly develop a distribution network to provide theater opening and establish Bulk Class III distribution capabilities without the support of contractors.

Updated as of: 25 Feb 13

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Kuwait Energy Efficiency Project (KEEP)

What is it?

The Kuwait Energy Efficiency Project (KEEP) is an Operational Energy project focused on rapidly leveraging proven technologies and best practices to significantly improve energy efficiency and reduce fuel consumption within Camp Buehring, Kuwait.

What has the Army done?

The Logistics Innovation Agency, in conjunction with the Area Support Group – Kuwait (ASG-KU), Department of Energy Pacific Northwest National Lab, the Army 249th Engineering Battalion (Prime Power), and the U.S. Army Corp of Engineers - Army Facilities Components System, conducted analysis at five base camps in September 2011. Based on this analysis, the team developed a plan to implement changes that can reduce energy footprints, improve quality of life and improve the Operational Energy security posture of Forward Operating Bases (FOBs). The plan includes replacement of selected billeting tents with modular re-locatable energy efficient shelters, use of renewable energy sources and other changes that will reduce fuel consumption and improve energy efficiency by up to 50 percent within targeted areas. We are focusing efforts at Camp Buehring, which has an ongoing role in supporting regional security and stability.

What continued efforts does the Army have planned for the future?

The Army will continue to implement planned capabilities at Camp Buehring during FY13. This includes improvements to central power plant procedures and utilization rates, reducing reliance on spot generation, replacement of selected billeting tents with highly insulated re-locatable energy efficient shelters, and implementation of other capabilities.

Why is this important to the Army?

The Army anticipates that many of these capabilities once fully implemented can be replicated at other forward operating bases. We expect the results to help reduce costs, improve quality of life, and improve the operational energy security posture of base camps.

Next Generation Wireless Communications (NGWC) for Logistics Applications

What is it?

NGWC is an effort to integrate wireless communications with sensors to provide a secure, wireless, automatic identification technology (AIT) networking protocol. NGWC uses mesh networking technology and DoD's NIPRnet to provide near-real-time continuous contact with assets and equipment.

What has the Army done?

We have proven NGWC's ability to improve in-transit and asset visibility while in the distribution pipeline. The Army is collaborating with the United States Transportation Command (USTRANSCOM) to develop this secure AIT as a potential replacement for the current active radio frequency identification (aRFID) infrastructure, which only provides nodal in-transit visibility. The Army is the official service sponsor for the NGWC project that was approved for a Joint Capabilities Technology Demonstration (JCTD). The Army has also deployed the NGWC mesh network protocol (called Army Mobility Asset Tracking System – AMATS) in Kuwait in support of the Class VII retrograde process.

What continued efforts does the Army have planned for the future?

Army Sustainment Command (ASC) has taken the lead in deploying AMATS in support of retrograde operations in the ARCENT AOR and looks to expand throughout Operation Enduring Freedom. The design of the NGWC mesh network protocol is now being tested to support a wide range of sensor applications for Sense & Respond Logistics (S&RL) and Condition-Based Maintenance Plus (CBM+). NGWC will enable CBM+ and last tactical mile situational awareness.

Why is this important to the Army?

NGWC will provide Army leaders with more accurate information so that they can make better decisions across the full range of military operations.

OEF Retrograde

What is it?

The deliberate planning and execution to remove equipment no longer required for combat operations in Afghanistan.

What has the Army done?

The Army leveraged lessons applicable from the equipment drawdown in Iraq to support retrograde operations in Afghanistan. Equipment was retrograded from Afghanistan in synchronization with the President's mandate to reduce the force by 33,000 by the summer of 2012. Army leaders have collaborated with Department of State (DoS) representatives and leaders from other countries in the region and expanded the distribution networks departing Afghanistan. Since January 2012, the Army has closed or transferred 284 bases. The Army provided personnel and technical expertise to the CENTCOM Materiel Recovery Element that deployed to Afghanistan to assist with equipment retrograde. Commanders in theater have enforced Command Supply Discipline procedures to ensure all property is on accountable systems of record to maintain visibility and positive control.

What continued efforts does the Army have planned for the future?

The Army will continue to retrograde equipment from Afghanistan while simultaneously supporting and sustaining combat operations. As of 01 May 2012, there are approximately 1.33 million pieces of equipment, of which approximately 24,000 pieces are rolling stock. The Army continues to look at processes and procedures to increase retrograde throughput and utilizes cost-benefit analysis when determining the disposition of equipment and materiel. There are numerous challenges with retrograding equipment from Afghanistan and the Army continues to develop mitigation strategies to overcome those challenges. The Army will make timely decisions on equipment disposition so we can get the equipment to the right place at the right time. Equipment not needed to fill Army requirements may be used to equip the Afghanistan National Security Forces, support building other partner nation capabilities, support other federal agencies, or provide support to State and local governments.

Why is it important to the Army?

The retrograde of equipment no longer required to support combat operations in Afghanistan allows the Commander, United States Forces-Afghanistan to focus on his primary mission and increases the agility and operational flexibility of his fighting units. Additionally, it provides equipment to the Army's Reset program which in turn supports the Army Force Generation process, improves Army equipment on-hand readiness, and allows for the reconstitution of combat power. Retrograding equipment from Afghanistan in a timely manner is a key component to responsibly drawing down by the end of 2014.

Operational Contract Support (OCS)

What is it?

Operational Contract Support (OCS) is the process of planning for and acquiring commercial services for supplies, services, and construction in support of joint operations.

What has the Army done?

Over the last five years, the Army has continuously improved OCS policy, doctrine, organization, training, materiel, leadership, and personnel (DOTMLP). In 2008, the Army established the Army Contracting Command (ACC) to provide responsive and efficient procurement solutions that enable global warfighting dominance. In Fiscal Year 2012, the ACC completed over 178,000 contracts actions valued at more than \$74 billion. The Army's Expeditionary Contracting Command, the deployable arm of ACC, has seven contracting support brigades that provide contracting services and training support to U.S. Army Service Component Commanders around the world.

In 2011, the Army published an update to Army Regulation (AR) 715-9, *Operational Contract Support Planning and Management*, released concurrently with Army Tactics, Techniques, and Procedures (ATTP) 4-10, *Operational Contract Support*. Other key OCS-related accomplishments include:

- The Army Logistics University (ALU) trained more than 1,500 non-acquisition personnel to identify, prepare, and manage OCS requirements at the tactical level (division, brigade, and battalion-level headquarters).
- The Army's Command and General Staff College added a block of curriculum on OCS as part of its Advanced Operational Course.
- The Army formalized an OCS section in the Mission Command Training Program to ensure OCS matters are included in collective training exercises focused at the corps and division levels.
- In January 2012, the Army trained more than 150 Officer, Non-Commissioned Officer, Civilian, Guard, Reserve, as well as other Service's contingency contracting officers in its second annual contingency contracting exercise.

What continued efforts does the Army plan for the future?

The Army will continue to conduct OCS training for both acquisition and non-acquisition personnel, integrate OCS into exercises, and refine policy and processes for OCS planning and management. The Army will continue to work to update Joint Publication 4-10. Another noteworthy DOTMLP development effort planned for 2013 is a new Joint OCS Planning and Execution Course for Geographic Combatant Command, Sub-Joint Force Command, and Service component-level personnel.

Why is this important to the Army?

OCS increases Army readiness by providing access to an adaptable and affordable mix of skill sets used to augment military forces in responding to and sustaining a wide range of missions. OCS will continue to be a key enabler of the Army's global mission.

Operational Energy Culture Change

What is it?

Energy Informed Culture Change is our effort to ensure that Army personnel understand the role energy plays in operational capabilities so that we can best manage energy to achieve the greatest net benefit.

What has the Army done?

The Army has brought greater focus and understanding of operational energy through field assessments, studies, fielding of solutions and communication, and by integrating operational energy effectiveness goals into the Army Campaign Plan.

In October 2012, the Army launched the campaign, "The Power is in Your Hands," to embed an energy-informed culture across the Total Army. When implemented, Soldiers (Active, Guard and Reserve), Civilians and Family members will ask: "How can I use energy smarter?"

To achieve this goal, the Army is embedding energy considerations into concept development and experimentation; resource management; materiel development and acquisition; testing and evaluation; training and education programs. We have integrated Soldier Power and base camp energy capability improvements into brigade deployments to Afghanistan, and Network Integration Evaluations (NIE) at Fort Bliss, Texas. Logistics Civil Augmentation Program (LOGCAP) contractors have proposed Energy Savings Initiatives (ESIs) that increased capabilities and efficiency, saving 6.3 million gallons of fuel and 105 million gallons of water - equal to more than 1,200 fuel trucks and 52,000 water trucks.

What continued efforts does the Army have planned for the future?

The Army is developing a comprehensive culture change plan involving all of its commands and components, and is using the Army Campaign Plan to manage implementation. Energy-informed capabilities are being fielded through the Army Force Generation process (ARFORGEN) to meet current requirements in Afghanistan, and into emergent concepts for regionally-deployed forces to meet future Combatant Commander requirements.

The Army will leverage materiel, design, and other technology improvements to increase freedom of movement, agility, endurance, flexibility and sustainability of future platforms through energy improvements such as alternative energy capabilities, networked and interoperable systems, more powerful and efficient drive trains, and improved power management.

Why is this important to the Army?

An energy-informed culture builds flexibility and resilience through increased ability to respond to changes in operational demands and greater ability to adapt to changes in the operational environment. Integrating operational energy strategies into the Army's culture, processes and systems promotes adaptive and innovative leaders for a flexible and agile force of decisive action.

Property Accountability

What is it?

The Army Campaign on Property Accountability was established in July 2010 through Army Execution Order 259-10 with the objectives to: (1) revitalize the Command Supply Discipline Program at every level; (2) reestablish a culture of supply discipline through training and mentoring subordinates; and (3) ensure all materiel and supplies are on an accountable record and excess is properly identified and turned-in. Additionally, this campaign addresses the challenges revealed in recent inspection results from the US Army Audit Agency, Department of Defense Inspector General, and the Department of the Army Inspector General regarding property book accountability, trained supply personnel, and proper inventories.

What has the Army Done?

In November 2011, the Vice Chief of Staff of the Army (VCSA) formed a team to study property accountability, stating "We have some problems with Property Accountability. The project team conducted a gap analysis that identified property accountability issues, recommended solutions to close gaps, and methods to monitor gap solutions and synchronize all property accountability improvement efforts. The team identified 74 friction points that aggregated into 14 functional gaps that have to be corrected and solutions sustained to assure continuously sound property accountability. The Army is addressing and managing the gaps identified by the special project team. The FY12 Army Audit Readiness Strategy calls for existence and completeness of all Army property. Existence and completeness verifies existence (book to floor) and completeness (floor to book) of mission critical assets.

What continued efforts does the Army have planned for the future?

Property accountability is one of the Department of the Army G-4's top priorities. Accordingly, a Property Accountability General Officer Steering Committee (GOSC) was formed which is chaired by the Department of the Army G4 with members from all Army Commands, Army Service Component Commands, and Direct Reporting Units. The GOSC ensures property accountability is in the fore front across the Army and provides oversight and guidance on ensuring the 14 identified functional gaps are closed. The Military Services must ensure that all assets recorded in their Accountable Property System of Record (APSR) exist (existence) and all of the reporting entities' assets are recorded in their APSR (completeness). The Army plans to assert existence and completeness of military equipment and general equipment by December 2013.

Why is this important to the Army?

Property accountability is important to the Army because we must be good stewards of federal funding and ensure that our Soldiers have the equipment required to complete their mission.

Single Army Logistics Enterprise (SALE)

What is it?

The Single Army Logistics Enterprise (SALE) is the Army's effort to integrate the Army's national-level logistics system (Logistics Modernization Program) with the installation and tactical-level logistics Global Combat Support System-Army (GCSS-Army) to improve logistics visibility, accountability, and interoperability.

What has the Army done?

The Logistics Modernization Program, the national component of the logistics enterprise, has been deployed and transitioned to sustainment. GCSS-Army has finished testing and is currently conducting Wave 1 fielding commencing in accordance with the Office of the Secretary of Defense (OSD) , Full Deployment Decision. In-depth Logistics Information Technology reviews have been completed and expanded Logistics Domain Governance forums are overseeing GCSS-Army fielding. The GCSS-Army integrates with the General Fund Enterprise Business System to provide a single federated financial solution within the Army to meet congressional financial and auditability mandates.

What continued efforts does the Army have planned for the future?

GCSS-Army release 1.1, which began Wave 1 fielding in 1Q FY13, provides the federated financial solution for installation and tactical logistics as well as support for supply operations. GCSS-Army release 1.2, scheduled to commence with Wave 2 in FY15, provides support for maintenance, disconnected operations, and property accountability capability by FY17.

Why is this important to the Army?

The Single Army Logistics Enterprise, at full operational capability in FY17, provides a single worldwide transparent view of core transactional and authoritative logistics data, and supports critical management decisions in support of worldwide contingency, crisis action, and humanitarian missions and the Warfighter. The program also supports the Army's Congressional mandate for the Army to be fully auditable by 2017.

Smart and Green Energy (SAGE) for Base Camps

What is it?

Smart and Green Energy (SAGE) for Base Camps is an initiative to improve energy efficiency and reduce the quantity of fuel needed to operate contingency base camps by integrating a novel smart micro-grid, energy storage systems, renewable energy sources, and energy-efficient modular structures. Integrating SAGE technologies at base camps will not only reduce overall fuel requirements but it will also decrease the number of resupply trucks needed for delivery and place fewer Soldiers in harm's way.

What has the Army done?

The Logistics Innovation Agency (LIA), in conjunction with the Department of Energy's Pacific Northwest National Laboratory (PNNL), recently evaluated and demonstrated a SAGE "energy management capability" for small to medium-sized base camps (i.e., 300 - 5,000 Soldiers) that reduced fuel demand by 30 - 60%. This was accomplished by integrating existing commercial-off-the-shelf (COTS) components into a design and contract specification that could be procured rapidly. The design included an energy management system that locally or remotely monitored, managed and reported base camp energy consumption. To validate the SAGE proof-of-concept, LIA and PNNL partnered with Product Manager, Force Sustainment Systems (PM FSS) to install SAGE technologies at the Base Camp Integration Laboratory (BCIL) at Fort Devens, MA where four seasons of data were collected from April 2012 to March 2013. The BCIL was modeled after a small 150-Soldier Force Provider FOB in Afghanistan and was fully instrumented to measure and compare actual fuel consumption from a SAGE-enabled base camp against a baseline camp. After completing the SAGE evaluation at the BCIL, LIA worked with the U.S. Army Corps of Engineers to deliver a "build to" design specification with a bill of materials and with the Program Manager, Logistics Civil Augmentation Program (LOGCAP) to develop contract language.

What continued efforts does the Army have planned for the future?

Future efforts will center on expanding the smart grid design to large contingency base camps (5,000+ Soldiers) and employing other energy-reducing technologies as they mature. In addition, LIA will extend initial SAGE capabilities to leverage new technologies and best practices to reduce the amount of water and waste at future FOBs.

Why is this important to the Army?

Currently, electrical power generation at FOBs is inefficient because generators are deliberately over-sized to meet anticipated peak loads, and "spot" generation is pervasive. This situation, along with other energy-inefficient equipment and structures, results in high fuel demand, which is costly and puts Soldiers' lives at risk. Energy-efficient contingency basing efforts, such as SAGE, significantly reduce base camp fuel requirements by improving power production and distribution, while simultaneously reducing power demand via energy-efficient equipment, insulated structures, and a base camp energy management system.