



# Out With the Old: Divestiture Lessons from 3ID Modernization

NO.23-793  
JUN 2023

POC: [usarmy.leavenworth.mccoe.mbx.call-rfi-manager-mailbox@army.mil](mailto:usarmy.leavenworth.mccoe.mbx.call-rfi-manager-mailbox@army.mil)

**Disclaimer: CALL presents professional information, but the views expressed herein are those of the authors, not the Department of Defense or its elements. The content does not necessarily reflect the official U.S. Army position and does not change or supersede any information in other official U.S. Army publications. Authors are responsible for the accuracy and source documentation of material they provide.**

Approved for Public Release  
Distribution Unlimited

# Out With the Old: Divestiture Lessons from 3ID Modernization

No. 23-793  
JUN 2023

**Lead Author:**

CPT Christopher Campbell

**Contributing Analyst**

Jeff Baker

**Contributing Author:**

MAJ Steven Whitton, 3ID  
G-4

Modernization,

Interoperability, and Training  
Division (MIT-D), Center for  
Army Lessons Learned

## Introduction

The future battle for the land domain is evolving faster than ever, prompting Forces Command (FORSCOM), Army Futures Command (AFC), and Army Materiel Command (AMC) to modernize Army Divisions in the largest modernization effort since the 1980s. The 3rd Infantry Division (3ID) led the Army in this effort by executing the Regionally Aligned Readiness and Modernization Model (ReARMM) with its brigade combat teams (BCTs). A critical step in the modernization process is the divestiture, or the turn-in or lateral transfer of outdated or unused equipment, prior to receiving new equipment. During 3ID's modernization, the unit identified three critical actions required to increase the efficiency of the divestment process. These critical actions include identifying stakeholders and turn-in processes prior to divestment, establishing comprehensive and continuous maintenance practices, and leveraging support external to the divesting unit.

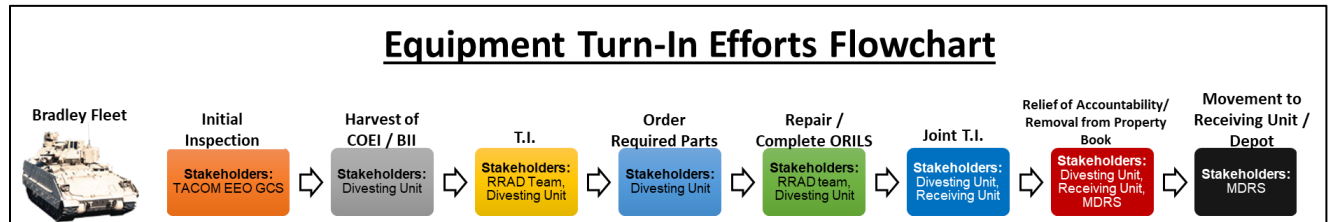
### Identify Stakeholders and Turn-in Processes

As divisions plan to divest, it is paramount to identify responsible stakeholders and identify their roles and responsibilities in comprehensive maintenance procedures prior to beginning divestment operations. These stakeholders include units across the installation, higher echelons, and units receiving the divested equipment. Identification of stakeholders will facilitate improved coordination as units prepare to turn-in equipment with an "as is" condition code and will greatly benefit units with "10/20" maintenance requirements for lateral transfers.

While many major installations across the Army have received modernization displacement and repair sites (MDRS), responsible for assisting units in removing excess equipment, increasing Army readiness through lateral transfers, and the turn-in of unserviceable equipment to Army Depots for repair, Fort Stewart's MDRS did not have repair capabilities. This left the Brigade Combat Teams with the responsibility of restoring the Bradley variants to "10/20" maintenance standards.

The Brigade Combat Teams' maintenance procedures were particularly beneficial for the "as is" turn-in of 137 M2A3 Bradley Fighting Vehicles (BFVs) and M7A3 Bradley Fire Support Team (BFIST) vehicles. This triage of maintenance statuses broke the vehicle

requirement into three groups: 21 in the first wave, followed by 65 in the second, and 52 in the final wave of vehicles. This allowed the BCT to quickly bring the vehicles most ready to 10-20 standards, while conducting focused maintenance operations on the vehicles requiring more time and effort.



**Figure 1. depicts 3rd Infantry Division’s successful process for the maintenance and divestment of 137 Bradley vehicle variants to the receiving unit.**

A challenge units may encounter is coordinating the reception of new parts, the replacement of parts (Class [CL] IX), and the processes required for overaged reparable item list (ORILS) due to limited time available to accommodate the Joint Inventory (JI) schedule. The BCT, the Red River Army Depot (RRAD) team, and the division sustainment brigade (DSB) resolved this issue by ordering, tracking, and collecting CL IX parts at the BCT supply support activity (SSA) and organizing the parts by vehicle type in covered motor pool bays, with one dedicated bay per battalion. Once the maintenance teams were prepared to remove the unserviceable parts, they were placed on a dedicated pallet for the specific vehicle receiving the service. This enabled the ORILS to be accomplished quickly and efficiently without confusing one vehicle’s CL IX parts for another’s, saving time and effort.

To ensure the Bradley JI schedule would continue, the BCT and the receiving unit drafted a memorandum of agreement (MOA) outlining that all missing Bradley CL IX and components of end item (COEI) would be shipped to the receiving unit on a specific date. Additionally, both units conducted production control (PC) meetings, discussing required maintenance actions, CL IX parts status, and bay utilization and control. With hard work and dedication, the team was able to bring the M2A3 BFVs and M7A3 BFISTS to the MDRS site at the rail marshalling area (RMA) with all vehicles sorted by vehicle serial number. Once the MDRS signed for the equipment, the BFVs and BFISTS were removed from the BCT’s property books and transported to the receiving installation for further maintenance and transfer to the gaining unit.

## **Establish Comprehensive Maintenance Packages**

While “maintenance matters” is a common refrain in the Army, consistent maintenance is critical in divestment operations. All equipment going through the disposition process, whether the condition code for the equipment identifies it as “as is” or “10/20” standards, the quality of the unit’s maintenance programs will lead them to either pass or fail the condition code requirements. This could lead units to commit additional resources to meet the turn-in standard, often to the detriment of their training schedules and funding.

As the first Division in the Army to Modernize, 3ID BCTs began divestiture operations in United States European Command (EUCOM). The BCT was directed to turn in all its M1A2s and M109s to Tank and Automotive Command (TACOM) in an “as is” status. TACOM was responsible for all movement of vehicles from EUCOM to the Continental United States (CONUS) for depot transport.

The majority of the M1A2s and M109s required little maintenance, however, multiple M1A2s required additional maintenance to reach the required standards. These challenges slowed down output and required additional resources after initial corrections were made.

Upon their return to CONUS, the BCT began the turn-in of all BFVs, BFISTS, and M992 Field Artillery Ammunition Support Vehicles (FAASVs) in an “as is” status. A contract was awarded for a RRAD team and TACOM Field Service Representatives (FSRs) to assist in the J.I.s, technical inspections (TIs), and maintenance on prioritized vehicle components. Prioritized components were selected due to their long repair time and high cost. These components included the Improved Bradley Acquisition Subsystem (IBAS), engine, transmission, fire suppression system, and line replaceable units (LRU).

In addition, 3ID displayed a case study for executing divestment under partial manning conditions. Due to operational deployment of one of the BCTs, the division had to leverage additional resources within and above the Division to support divestment operations.

The BCT was originally scheduled for major divestiture operations to begin in May through August 2022. This would be conducted by sequencing battalions after concluding gunnery, conducting unit level J.I.s and T.I.s, and finally rotating through MDRS. This plan was immediately impacted by the no-notice deployment to EUCOM in response to Russia’s invasion of Ukraine. Informed of the rapid deployment on 19 February, the brigade quickly halted gunnery operations and prepared for movement of personnel, containers, and non-divestiture identified equipment. All M1A2s, M2A3s, M7A3s, M109s, and M992s remained in battalion motor pools for the rear detachment task force (RDTF) to conduct divestiture operations and the deployed BCT to draw prepositioned stocks once they arrived in the EUCOM area of operations.

The RDTF was now responsible for processing 121 M1A2s, M109s, and M992s, which were identified on the proposed sourcing decisions (PSDs) as “As Is”. The turn-in efforts

for the M1A2s, M109s, and M992s caused minimal friction due to the easier requirements for turn-in.

However, the 137 Bradley variants were required to meet “10/20” standards for lateral transfer to the receiving unit. The PSD did not identify an MDRS to perform the JI. The unit expected to divest the Bradley’s in “as is” condition. This major change immediately required increases in funding and maintenance manpower. One of these challenges included the vehicle side skirts being removed to install a new suspension. Most of the side skirt bolts were sheared off, requiring the damaged bolts to be removed and refitted, along with the side skirts.

Additionally, 91Ms (Bradley Fighting Vehicle System Maintainers) were deployed to EUCOM, leaving behind only 17 trained Bradley mechanics. While the Division had an abundance of Army Rear-Wheeled Mechanics (91Bs), they did not have the specialty training and experience these tasks required. Two weeks into this process, a Presidential Directive was published. Requiring 58 M113s no later than 16 April in support of military aid to the war in Ukraine. While these vehicles were not required in “10/20” standards, additional maintenance was still required.

The RDTF, the DSB, and 3ID G4 prioritized maintenance efforts by preparing the M113s for movement. This was conducted by sending BCT and DSB mechanics into the motor pool for emergency action, sending all 58 vehicles to the MDRS Site in four days. Both the BCT and the DSB provided maintainers to work nights and weekends to ensure vehicles would be prepared for turn in.

In the interest of time, BFV and BFIST maintenance was prioritized to removing the sheared bolts for the side skirts and ensuring the IBAS, engine, transmission, fire suppression system, and LRU were fully mission capable (FMC). Lastly, the sheared bolts from the removed skirts would have to be removed by 91E (Allied Trade Specialists) with welding tools. With only one 91E available in Task Force (TF) Viking, four 91Es were provided by the 82nd Airborne Division Artillery, removing over 400 bolts per week.

The challenges the BCT faced preparing for divestiture, highlighted the importance of conducting dedicated maintenance operations leading up to equipment turn in. This ensures small maintenance issues do not grow larger when encountered by the unit for JI and TI.

Maintenance must still be a priority for units even if the equipment is expected in “as is” condition. Unit best practices should also include ensuring vehicles are returned to “new” status as much as possible and sent through the wash racks prior to TI and JI. With these procedures built into a unit’s divestiture plan, organizations with high maintenance standards will be able to focus more on receiving modernized equipment and training.

## **Leverage External Support**

Units conducting divestiture operations would greatly benefit from utilizing assets within and above the division-level to bring additional maintenance expertise and preserve unit funds. The DSB was essential in the processing of new and consumed parts, providing five 92A Soldiers (Army Automated Logistical Specialist), dedicated to help the BCT organize the required CL IX and process ORILS. 3ID's use of TACOM FSRs and RRAD teams saw not only positive maintenance outcomes, but reduced fund requirements for replacement components by using their own bench stock inventory for equipment repairs, at no cost to the unit.

During the BCT's M2A3 maintenance, 3ID cross-leveled remaining CL IX parts across the division, saving approximately 1.3 million dollars instead of ordering additional parts. Approximately 30 million dollars was saved through the process of FSRs using their bench stock to maintain the IBAS, Long-range Acquisition System, and Gimble. Additionally, the repair of the Bradley transmission for the BCT saved 3ID approximately 7.6 million dollars.

By using TACOM FSRs, not only did the collective efforts across 3ID save time and energy to focus on the general maintenance and acquiring of CL IX parts, but also saved the unit substantial funds. As units prepare for divestiture efforts, integrating TACOM FSRs and RRAD Teams not only streamlines maintenance efforts, but saves unit funds.

## **Conclusion**

As divisions across the Army prepare to sign for the most technically advanced and lethal weapon systems available, they must remain just as focused on divesting the outgoing equipment. 3ID led the Army through ReARMM and established solutions and best practices for the turn-in and lateral transfer of large numbers of equipment.

Best practices begin with maintenance. Ensuring the unit has a dedicated maintenance program and returns divested vehicles to as close to new as possible, saves time and effort for minor maintenance requirements before being received by the MDRS.

Units also must ensure that the CL IX ordering, reception, and replacement process is organized with all stakeholders prior to beginning required maintenance, ensuring maintenance efforts are streamlined and standardized.

Lastly, units will greatly benefit from integrating TACOM FSRs and RRAD Teams into their maintenance plans, bringing in experience and expertise that will not only enhance their organic capabilities but save significant unit funds by fixing components instead of replacing them. By using these methods, and establishing thorough and consistent procedures, units across the Army can conduct smooth and effective modernization and divestiture operations.

## **Acknowledgements**

CPT Campbell is the Deputy Supply and Service Officer in the 3rd Infantry Division Deputy G-4. His previous assignments are with the 258th Movement Control Team as a detachment commander, plans officer, and assistant operations officer. He is a graduate of East Stroudsburg University with a Bachelor of Science in Criminal Justice.

MAJ Whitton is a logistics officer and the supply and services officer in the 3rd Infantry Division G-4. His previous assignments include support operations distribution and integration branch officer in charge (OIC), observer, coach/trainer (OC/T) team lead with First Army, forward support company commander, sustainment brigade mobility officer, supply support activity platoon leader, and fuel and water platoon leader. He is a graduate of Kennesaw State University, and the U.S. Army Combined Logistics Captain's Career

