



UNITED STATES ARMY
ORGANIC
INDUSTRIAL
BASE **STRATEGIC PLAN**
2012-2022



Army Organic Industrial Base Strategic Plan (AOIBSP) 2012-2022
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Executive Summary

The Army Organic Industrial Base (AOIB), a subset of the larger Defense industrial base, is composed of resource providers, acquisition and sustainment planners, and manufacturing and maintenance performers. While the dominate component of the overall Defense industrial base is commercial industry, the AOIB maintenance Depots, manufacturing Arsenal, and ammunition plants, are key components of the overall Defense industrial base.

The critical role that the AOIB plays in support of our National Security Strategy has never been more apparent over the past decade as Army AOIB facilities successfully surged to sustain war fighting equipment deployed in support of the Iraq and Afghanistan contingency operations. To meet this challenge, organic maintenance providers and organic manufacturers have surged to double, and in some cases, tripled output in terms of production and direct labor hours (DLHs) from pre-2003 levels.

Supporting an Army at war requires the AOIB to repair equipment as quickly as possible to ensure its availability for training and to support next deployers. The requirement to rapidly repair equipment establishes the need for an AOIB Enterprise that is agile, effective, forward deployable, and able to surge in the future.

The Army is poised to begin a drawdown from sustained combat operations, which requires that the Army address and manage risks in the AOIB as the Army transitions from a wartime to a peacetime environment. It is critical that the AOIB manage the transition from wartime production levels to peacetime requirements in such a manner that the OIB remains effective, efficient, and capable of meeting future Army contingency requirements. This entails the retention of the critical maintenance and manufacturing skills, and capabilities necessary to meet Army unique needs relating to enduring and future requirements.

The Army Organic Industrial Base Strategic Plan (AOIBSP) provides the strategy and management framework needed to ensure the AOIB remains viable, effective, and efficient as the Army draws down from a decade of combat operations. The OIBSP provides a forward looking management framework capable of identifying critical risk areas within area functional groups across the FYDP and establishes a common framework to develop mitigating strategies. The AOIBSP ensures critical AOIB capabilities are sustained, balanced with private sector industrial base requirements, and available to surge to meet future wartime and other emergency operations.

This strategic plan updates the 2007 Depot Maintenance Enterprise Strategic Plan and expands the scope to include both organic Depots and Arsenal. The next iteration of the plan will include Ammunition Plants and Depots as an Appendix.

This strategic plan includes four primary components: (1) Strategic Vision; (2) Strategic Method; (3) Strategic Goals and Objectives; and (4) Strategy Assessment.

Strategic Vision: The AOIB vision is a modern, cost effective and highly responsive enterprise that provides and maintains the resources, skills, and maintenance and manufacturing competencies necessary to sustain the life-cycle readiness of war fighting weapon systems and equipment worldwide in a reliable and efficient manner while also maintaining the capability to surge as required to meet the demands of future contingency operations.

Strategic Methodology: The AOIB strategic vision will be achieved through the sustainment and integration of the following five (5) key components:

- **Modernization:** The AOIB must establish and retain modernized facilities, equipment, and skill sets at the same pace as DoD and Army war fighting weapon systems are upgraded/modernized with advanced technologies. The primary method for ensuring that the AOIB remains modernized is to continually identify, establish, and sustain new and advanced capabilities at the Army Depots and Arsenals, which are necessary to sustain new and modified weapon systems during both peacetime and wartime operations.

- **Capacity:** Capacity, infrastructure, and workforce are sized to sustain joint core depot and critical manufacturing capabilities. These capabilities include the essential facilities, equipment, and skilled personnel necessary to ensure that the Army Depots and Arsenals and other Services' organic Depots are a ready and controlled source of technical competence and have the resources necessary to meet the readiness and sustainment requirements of weapon systems supporting mobilization, national defense contingency operations, and other emergency requirements. Depot and Arsenal workforces and infrastructures will be sized and adjusted accordingly over time to sustain core depot and critical manufacturing capabilities to support war fighting equipment during current and future contingency operations.

- **Capital Investment:** Capital investment improvements to the AOIB infrastructure must be carefully planned and resourced to ensure AOIB Depots and Arsenals remain modernized and are capable of sustaining their core depot and critical manufacturing capabilities during both peacetime and wartime.

- **Aligning Resources:** Base and Overseas Contingency Operations (OCO) funds are aligned properly during the Program Objective Memorandum (POM) requirements determination and budgeting process to ensure depot maintenance and manufacturing requirements are prioritized and funded to sustain AOIB readiness and capabilities.

- **Promoting Public Private Partnerships (PPPs):** PPPs are promoted as opportunities to leverage commercial sector activity. While the AOIBSP does not address the commercial industry in detail, it does establish a framework from which the AOIB can establish and sustain complimentary capabilities with commercial industry. This enables commercial industry and the AOIB to work in unison to ensure parts and materials are available to sustain Army platforms and equipment at proper readiness levels.

Strategic Goals and Objectives: The AOIBSP identifies three primary goals with objectives supporting each. The goals and objectives are summarized in the table at Appendix A. The goals and objectives support the five (5) key components of the above Strategic Method. It is critical that AOIB installations continue to modernize to sustain new and upgraded weapon systems with advanced technologies.

Strategy Assessment: The AOIBSP calls for continuous assessment of the AOIB to identify core depot and critical manufacturing capabilities, areas of risk, as well as present and future OIB requirements. This analysis will provide the framework to support decisions affecting the OIB. Seven measures will be used by the AOIB to measure the success of the AOIB Strategic Plan. The first five measures are also codified in the Army Campaign Plan (ACP).

I. Strategic Vision

A. AOIB Strategic Vision

The AOIB vision is a modern, cost effective, and highly responsive Enterprise that provides and maintains the resources, skills, and maintenance and manufacturing competencies necessary to sustain the life-cycle readiness of war fighting weapon systems and equipment worldwide in a reliable and efficient manner while also maintaining the capability to surge as required to meet the demands of future contingency operations.

This strategic plan provides the roadmap for the next six to ten years, addressing various areas to achieve the strategic vision. Key areas discussed in the plan focus on the need to:

- Re-examine current AOIB policies and processes to ensure the AOIB will continue to provide the proper balance of public and private sector capabilities necessary to support future contingency operations while minimizing risk and costs.
- Identify core depot capabilities and critical arsenal manufacturing competencies at the organic Depots and Arsenals respectively.
- Identify current Arsenal manufacturing competencies that are defense unique, critical, and/or endangered.
- Assess Capital Investment Strategy (CIS) requirements at both Depots and Arsenals and develop/update an annual CIS.
- Develop annual Human Capital Investment Plan (HCIP) at the Depots and Arsenals; balance workforce, to ensure core competencies are retained and to ensure competitive rate structures are maintained.
- Continue to promote PPPs between the organic and commercial base segments of the overall AOIB and set conditions for establishing complementary capabilities between organic and commercial industrial base providers.
- Continue to implement efficiency initiatives at the Depots and Arsenals.
- Establish new corporate metrics for AOIB Depots and Arsenals.
- Establish risk assessment methodology to accurately capture degradation in depot and arsenal capabilities due to workload and/or budget deficits.

To achieve end state the future AOIB must have the capacity and capability to meet Army requirements in peace and war. This is achieved through the use of innovative practices to empower the depot and arsenal workforces to enable change through methods such as Lean Six Sigma (LSS), Value Engineering (VE), adaptive manufacturing/overhaul processes and other strategic processes like, system integration, human capital strategic planning, and facilities/technology upgrades to achieve integrated capabilities that are both agile and responsive.

B. AOIB Enterprise Stakeholders Committed to Achieving Strategic Vision

The AOIB consists of resource providers, acquisition and sustainment planners, and maintenance and manufacturing performers. Their relationships and the roles they perform to achieve the strategic vision are shown in Figure 1.

Figure 1. Overview of the AOIB

OVERVIEW OF THE AOIB		
COMPOSITION	ORGANIZATION	ROLES & RESPONSIBILITIES
Resource Prioritization and Providers	G-3, G-4, G-8, Army Budget Office (ABO), Office of the Assistant Secretary of the Army (OASA(ALT))	Develop policies and defend and distribute resources to the Army Commands (ACOMs), Army Service Component Commands (ASCCs), and Direct Reporting Units (DRUs)
Acquisition and Sustainment Planners	Headquarters, U.S. Army Materiel Command (HQ, AMC); PEOs/PMs; LCMCs, Research Development and Engineering Command (RDECOM), Installation Management Command	Develop requirements and apply resources to effectively sustain the Army’s weapons systems, software, and support structure
Maintenance and Manufacturing Performers	Depot/Arsenal Government personnel and commercial contractors	Execute depot maintenance and arsenal manufacturing workloads

The AOIB exists to serve the War Fighter by providing reliable and ready weapon systems and equipment. AOIB stakeholders seek to ensure that depot maintenance and arsenal manufacturing operations are aligned with Army materiel priorities. A listing of AOIB customers and stakeholders is depicted at Appendix C, Table C.

C. Strategic Vision Focuses on Army Organic Depots and Arsenals

The Army’s organic Depots and Arsenals are crucial logistics maintenance and manufacturing providers, respectively, within the AOIB that support not only the Army, but also Joint Service logistics maintenance and manufacturing requirements. The Army’s organic base is a proven critical strategic asset that must be managed to ensure it is capable to efficiently and effectively accomplish peacetime workloads while remaining postured to surge in response to logistics maintenance and manufacturing requirements generated by full spectrum operations.

The Army has five primary maintenance Depots and three manufacturing Arsenals that are GOGO facilities. A sixth Depot, Sierra Army Depot (SIAD) is a joint strategic power projection platform providing a wide variety of life cycle solutions for the joint services from equipment receipt to asset visibility; depot maintenance; long term care; storage and sustainment; and on-demand rapid deployment airfield.

The capabilities represented by these six Depots and three manufacturing Arsenals are vital to the DoD’s industrial base because they provide products or services that are either unavailable from private industry or ensure a ready and controlled source of technical competence and

resources in case of national defense contingencies or other emergencies. Figure 2 shows the locations of the Army Depots and Arsenals.

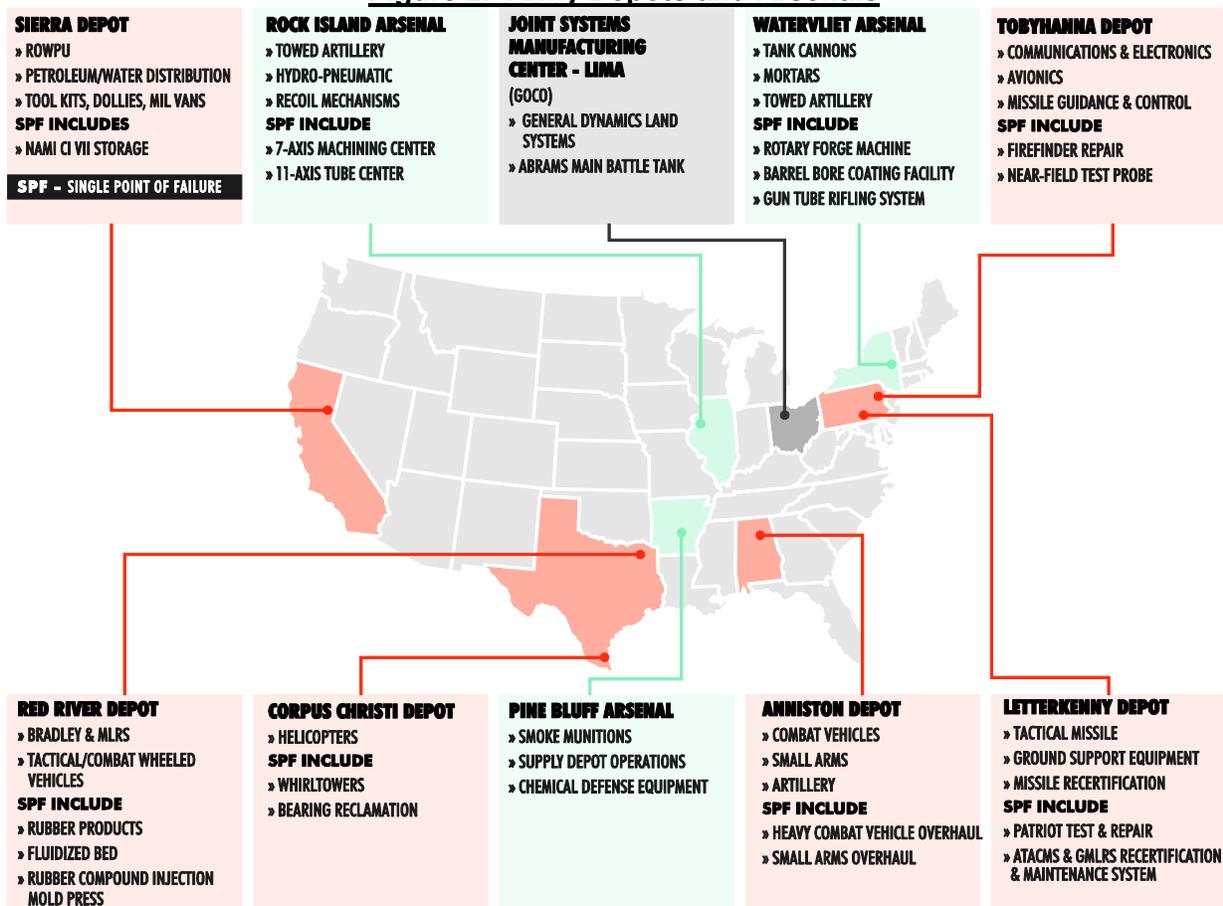
The current manufacturing missions of the three Army Manufacturing Arsenals are as follows:

- Pine Bluff Arsenal (PBA), Arkansas, produces, renovates, and stores a wide array of munitions and chemical/biological defense systems, including over 60 different conventional ammunition products ranging in caliber from 40 millimeters to 175 millimeters. PBA also produces munitions containing payloads for smoke, nonlethal, riot control, incendiary, illumination, and infrared uses.

- Rock Island Arsenal (RIA), Illinois, manufactures weapons, artillery components, gun mounts, recoil mechanisms, aircraft weapons subsystems, weapons simulators, mobile maintenance systems, small arms components and precision gages.

- Watervliet Arsenal (WVA), New York, is the nation's only large bore cannon production facility. WVA also produces armaments, mortars, cannons, and recoilless rifles, and maintains processes for heat treating and rotary forging.

Figure 2. Army Depots and Arsenals



D. AOIB Governance Plays Key Role in Achieving Strategic Vision

The AOIB receives the necessary guidance and oversight to ensure the AOIB strategic vision is achieved. AOIB governance and oversight is established through a series of oversight boards and Army agencies at the Joint Service, DoD, Headquarters, Department of the Army (HQDA), and Army Command (ACOM) levels. At the Joint Service level, the Joint Logistics Board (JLB) assesses logistics performance within DoD, and the Joint Group - Depot Maintenance (JG-DM) analyzes depot maintenance inter-service (DMI) workload assignments among the Service Depots. At the DoD level, the Maintenance Executive Steering Committee (MESC) provides management oversight for centralized maintenance policy, and all weapon system and military equipment maintenance programs and related resources within the DoD. Army G-4 is the HQDA primary interface with the JLB and MESC while HQAMC is the Army’s primary interface with JG-DM.

At the HQDA level, the Organic Industrial Base Corporate Board (OIBCB), comprised of key Army General Officers (GOs) and Senior Executive Service (SES) civilians, is chaired by the Army Deputy Chief of Staff (DCS), G-4 to provide strategic planning, oversight, and direction to the AOIB Enterprise. The OIBCB, which meets quarterly, provides corporate-level strategic direction and policy recommendations across the Army in light of the role that Army Depots and Arsenal play as critical components of overall force readiness and logistics transformation. The OIBCB oversees the implementation of the AOIBSP.

The Organic Industrial Base Execution Council (OIBEC), operating at the Colonel/General Schedule 15 level as a sub-committee of the OIBCB, has the primary responsibility for day-to-day business management oversight of the AOIB Enterprise such as tracking depot maintenance and arsenal production execution, resolving issues, and ensuring the Army remains in statutory compliance.

An overview of the OIB Enterprise/AOIB governance structure is depicted in Figure 3.

Figure 3. AOIB Governance Structure

AOIB ENTERPRISE GOVERNANCE STRUCTURE		
GOVERNING BODY	COMPOSITION	ROLES & RESPONSIBILITIES
Organic Industrial Base Corporate Board (OIBCB) Meeting Frequency: Quarterly	Chair: Army Deputy Chief of Staff, G4 Members from: HQ DA G-3/5/7, G-4, G-8, OASA(ALT), ASA(FM&C), HQAMC, ARNG, USAR, FORSCOM	<ul style="list-style-type: none"> • Provides strategic planning oversight and direction to the OIB Enterprise • Provides corporate-level strategic direction and policy recommendations across the various elements of the AOIB • Provides guidance, direction and resources to ensure continuous improvement of AOIB/OIBCB metrics
Organic Industrial Base Corporate Board (OIBCB) Meeting Frequency: Quarterly	Chair: Chief, Depot and Arsenal Division, HQAMC Members from: HQ DA G-3/5/7, G-4, G-8, OASA(ALT), ASA(FM&C), HQAMC, ARNG, USAR	<ul style="list-style-type: none"> • Operates as a sub-committee of the OIBCB • Has primary responsibility for day-to-day business management oversight of the AOIB • Fulfills the oversight and management functions necessary to improve the manner and method by which depot maintenance operations are executed • Measures performance against metrics, assesses overall performance, and report conclusions to the OIBCB • Ensures that the AOIB remains in statutory compliance

II. Strategic Methodology

The AOIB strategic vision will be achieved through the sustainment and integration of the following five (5) key components:

A. AOIB Modernization

The AOIB must establish and retain modernized facilities, equipment, and skill sets at the same pace as DoD and Army war fighting weapon systems are upgraded/modernized with advanced technologies. The primary method for ensuring that the AOIB remains modernized is to continually identify, establish, and sustain new and advanced capabilities at the Army Depots and Arsenals which are necessary to sustain new and modified weapon systems during both peacetime and wartime operations.

1. Ensure Core Depot Capabilities are Established and Sustained

The Secretary of Defense (SECDEF) is required to maintain a core logistics capability that is Government-Owned/Government-Operated (GOGO) in accordance with Title 10, United States Code, Section 2464 (Title 10 U.S.C 2464). These capabilities include the essential facilities, equipment, and skilled personnel necessary to ensure that the Army and other Service organic Depots are a ready and controlled source of technical competence and have the resources necessary to meet the readiness and sustainability requirements of weapon systems supporting mobilization, national defense contingency operations, and other emergency requirements.

The Army is committed to improving current core and Depot Source of Repair (DSOR) policies and methodologies. In accordance with 10 U.S.C. 2464, core depot capabilities must be exercised in Government-Owned/Government-Operated (GOGO) facilities using Government equipment and personnel. DoD and Army core policies must be consistently applied across the AOIB to ensure Army Depots continue to receive the workload and resources to sustain critical war fighting equipment during all contingency operations. To ensure the Depots are postured to perform this role, future core capability planning must also incorporate the experience gained in resetting equipment redeployed from Iraq and Afghanistan. Such planning must inform current and future investments in the infrastructure and the workforce.

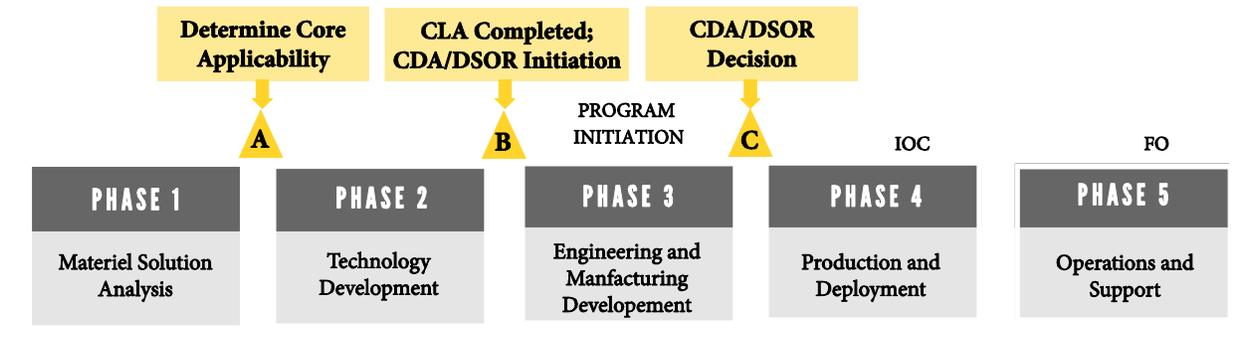
The methodology for identifying and reporting core depot capabilities is currently codified in DoD Instructions (DoDI) 4151.20 and associated training materials. The AOIB updated the Army's core depot requirements for fiscal year 2013 (FY13) in FY12.

In order for core capabilities to facilitate effective AOIB modernization and sustainment planning, Army logisticians must work closely with the acquisition community to ensure that all core analyses, i.e. Core Logistics Analysis (CLA), Core Depot Assessment (CDA), and DSOR decisions, Arsenal Act reviews, required risk and cost assessments, and best value analyses are conducted at the appropriate junctures within the acquisition life cycle and are informed by technical data acquired for weapon systems in accordance with the Program Manager's Technical Data Strategy (TDS).

The Army G-4 and ASA(ALT) work in close coordination with HQDA staff elements to review, revise, or develop necessary Army policies and regulations that govern core logistics requirements, weapon system support strategies, and DSOR decisions.

Program Management Offices (PMOs) are required to complete the weapon system CLA by Milestone B and CDA and DSOR analysis by Milestone C as shown in Figure 4.

Figure 4. CLA/CDA/DSOR Timeline



2. Ensure Critical Manufacturing Capabilities are Established and Sustained

Integrating arsenal capabilities in areas that support Army operational requirements and future weapon system modernizations is critical. The defense drawdown in the 1990s had a particularly negative impact on the manufacturing Arsenals as they struggled from diminishing and fluctuating workloads, high product costs, significant reductions in force, and a fear that their critical manufacturing skills were being lost. Thus, an analysis of arsenal critical capabilities supports efforts to satisfy joint service requirements and to sustain sufficient workloads to enable efficient and cost effective operations at the Arsenals in the future.

The Army is exploring processes to enable better integration of the arsenal manufacturing capabilities in support of modernization programs. The AOIB is currently assessing arsenal critical manufacturing capabilities and sustaining workload requirements. Arsenal workforces and infrastructures will be sized and adjusted accordingly over time to sustain critical manufacturing capabilities to support war fighting equipment during current and future contingency operations.

3. Develop an AOIB Capital Investment Strategy (CIS) and Update CIS Annually

Capital investment improvements to the AOIB infrastructure must be carefully planned and resourced to ensure that they are modernized over time and capable of sustaining their core depot and critical manufacturing capabilities during both peacetime and wartime.

AOIB modernization will be enabled by developing an AOIB Capital Investment Strategy (CIS) that identifies modernization requirements and the strategy/plan for resourcing these requirements. Future CIS planning will focus on requirements to establish critical capabilities and inserting new technologies into AOIB facilities. CIS projects that inject new technologies beyond an AOIB facility’s core or critical capability will include return on investment (ROI) and risk assessments for each CIS project to determine the benefits gained as well as the risk – high, moderate, low – associated with not completing the project or projects.

HQAMC will develop a comprehensive Army CIS that covers the POM timeframe that is reviewed and updated on an annual basis. The Army will maximize the unique capabilities at

each of the individual AOIB facilities to minimize the duplication of capability between facilities and to optimize AOIB CIS resources.

B. Capacity, Infrastructure, and Workforce Sized to Sustain Core Depot And Arsenal Critical Manufacturing Capabilities

Depot workforces and infrastructures will be sized and adjusted accordingly over time to sustain core depot and critical manufacturing capabilities to support war fighting equipment during current and future contingency operations. This also requires that the workloads to sustain AOIB organic core depot and critical manufacturing capabilities be identified and prioritized for funding in the POM requirements determination and budgeting process. The establishment and sustainment of core and critical manufacturing requirements within the AOIB provides the capability to support Army readiness and gives HQDA the ability to conduct risk assessments based on functional area capabilities should funding and/or workloads decline precipitously. The risk assessment process is critical for HQDA to identify future risk and develop appropriate mitigation strategies through human capital planning, capital investment prioritization, and/or alternative workload sourcing.

Changing requirements may result in declining workloads at AOIB facilities in the near term. The ability to ramp down production levels, while retaining the ability to meet surge requirements to meet future contingency operations presents a challenge to the AOIB. As such, a critical component of the OIBSP is the identification and resourcing of core depot logistics and critical arsenal manufacturing capabilities in the future. The focus on core depot and critical manufacturing capabilities provides the AOIB with the mechanism to ensure Army depot and arsenal workforces and infrastructures are aligned and sized properly, and remain a ready, responsive, and flexible source of support during future contingency operations. Depot and arsenal workforces provide the cornerstone for our ability to sustain Joint War-fighting readiness. As a result, the Army recognizes the need to empower the AOIB workforce to enact process changes that will ensure flexibility, efficiency, and effectiveness within the AOIB.

The AOIB objective is to have an empowered permanent organic workforce sized to meet and sustain core depot and critical manufacturing capability peacetime requirements, but able to surge to meet contingency requirements through overtime and other human capital strategies. This requires that organic depot and arsenal workforces be sized properly and have the right skill sets to meet current requirements, but be flexible enough to expand work hours and shifts, and train new employees to meet future surge requirements.

C. AOIB Capital Investment Improvements Must Be Prioritized and Resourced

CIS requirements are resourced using three different appropriations: the Army Working Capital Fund (AWCF); Other Procurement, Army (OPA); and Military Construction (MILCON), Army (MCA). Operating in a resource constrained environment, the Army will prioritize available CIS funds to ensure core depot and arsenal critical manufacturing capabilities are sustained and that AOIB facilities are modernized in accordance with the Army's Industrial Base Facility Recapitalization Strategy.

AWCF funded capital improvements are developed by the AMC Depots and Arsenals to replace or buy new plant equipment, and captured in HQAMC's Capital Investment Program (CIP) Plan, which is a subset of the Army's overall CIS. Procurement appropriations are used by the PMs to establish critical capabilities at the Depots and Arsenals in support of new and modified

weapon systems. MILCON funds are used for the construction of new facilities or to upgrade current facilities required to establish capabilities for both core and non-core requirements associated with the sustainment and manufacturing of new and modified weapon systems.

D. Resource Alignment: Shift from Operations Overseas Contingency (OCO) to Base Program Funding

As current overseas operations begin to wind down, the AOIB must adjust to a changing fiscal environment. OCO funds have constituted most of the AOIB budget during the Iraq and Afghanistan conflicts to Reset (restore readiness) as equipment recycles back out of theater.

As a result, AOIB stakeholders must continue to identify enduring requirements that are funded in OCO and ensure those requirements are identified in the Army's Base program. In the near term the Army must balance Base program and OCO funding as requirements shift from wartime to Base program requirements. The Army must also align Base and OCO funds properly during the POM requirements determination and budgeting process to ensure depot maintenance and arsenal manufacturing requirements are prioritized and funded to sustain AOIB readiness and capabilities.

E. Leveraging Public Private Partnerships (PPPs)

The AOIB must continue to pursue PPPs as a strategy to establish complementary capabilities with the commercial industrial base and to achieve further cost efficiencies. The conditions for establishing complementary capabilities between organic and commercial industrial base partners must be developed and implemented.

Partnering will be promoted when opportunities exist to:

- Share investments to reduce overall risks and costs.
- Reduce weapon system life cycle costs and stabilize labor rates at the AOIB facility.
- Implement best business practices that benefit both the AOIB and private sector partner.
- Directly enhance the mission capability of the AOIB industrial facility.
- Create a new or maintain an existing industrial base capability.

III. Goals/Objectives/Initiatives

Three AOIB goals with supporting objectives are described below. The first two goals have also been codified in the Army's FY12 Army Campaign Plan (ACP): Institutionalize ARFORGEN Sustainment Functions (ACP Goal 6.2) and Assess and Sustain Essential Industrial Base Capabilities (ACP Goal 6.5). ACP Goal 6.2 and ACP Goal 6.5 have been converted to Goals 1 and 2 below. The AOIB has added a third goal to address efficiency initiatives.

A. Goal 1: Institutionalize Army Sustainment Functions

The ACP requires the adaptation of processes to support Army equipping and readiness goals. To achieve the latter, AOIB planning is based on Army requirements so that the sustainment of depot core capabilities and arsenal manufacturing capabilities is aligned with Army priorities.

AOIB planning and processes must be tightly linked with Army requirements so that the Army's priorities inform depot maintenance and arsenal manufacturing production schedules. Also, AOIB processes must be transformed so that equipment spends less time in the sustainment base and more time in the hands of the war fighter.

1. Goal 1, Objective 1: Review AOIB Policies, Plans, Programs, and Processes to Support Army Requirements

The Army must assess the efficacy of changes to policies, procedures, and oversight to retain critical capabilities and skills in the AOIB. AOIB stakeholders will take the following actions to update/develop the policies, regulations, and resource guidance that align depot maintenance and arsenal manufacturing competencies to support Army requirements by third Quarter FY13:

- Identify critical sustainment, distribution, and maintenance policies for review/update.
- Follow the established policies and processes for acquiring access rights for product technical data and the guidance provided in the Product Support Manager Guidebook.¹
- Improve/enforce policies and procedures that impact core depot and DSOR decisions.
- Improve policies and procedures across the AOIB to identify core competencies and workloads that must be programmed through Future Year Defense Plan (FYDP)/POM.
- Establish risk assessment methodology to accurately capture degradation in depot and arsenal capabilities due to workload and/or budget deficits.
- Develop policy and processes that align sustainment and field Reset capacity to match the expected return of equipment.
- Institutionalize policy for equipment Reset, left behind equipment (LBE), and Non-Standard Equipment (NS-E).
- Develop and publish Reset policy in accordance with the publication of Army Regulation 750-1, *Army Materiel Maintenance Policy*.
- Develop and publish policy and processes that align depot sustainment maintenance and installation Directors of Logistics (DOL) field maintenance functions.
- Establish Army policy to more fully utilize existing manufacturing competencies at Army Arsenals.

B. Goal 2: Assess Essential AOIB Competencies and Capabilities

The primary focus and centerpiece of the AOIB strategy requires that critical competencies be identified and that organic base facilities and workforces are sized to meet and sustain core

¹ Draft Product Support Manager Guidebook, v19, p. 146.

competencies. Thus, resourcing the Army's critical competencies and capital investment strategy (CIS) requirements is critical for ensuring a viable and healthy AOIB in the future. The following objectives ensure the latter occurs.

1. Goal 2, Objective 1: Assess Core Depot Maintenance Hardware/Software Requirements and Depot Source of Repair (DSOR) Policies and Processes

a. Continue to Refine the Army's Core Depot Policies and Processes

- The DA G-4 continues to work closely with the DA G-3/5/7 to identify war fighting equipment by weapon system and fleet density necessary to support current and future contingency operations, Operation Iraqi Freedom (OIF), Operation Enduring Freedom (OEF), and Operation New Dawn (OND). wartime data, and Total Army Analysis (TAA) modeling. Core requirements are linked to war fighting requirements.

- Integrated Logistics Support (ILS) plans, to include the Life Cycle Sustainment Plan (LCSP), are reviewed prior to Army System Acquisition Review Council/Army Requirements Oversight Council/Overarching Integrated Product Team (ASARC/AROC/OIPT) and other major milestone reviews to ensure that PEOs/PMs are complying with Army policy and logistics supportability assessments by addressing the need to determine core competencies for the weapon system under review.

- Program Management Offices (PMOs) complete the weapon system CLA by Milestone B and CDA and DSOR analysis by Milestone C. PMOs will incorporate CLA/CDA results in the weapon system's Acquisition Strategy, LCSP, and Business Case Analyses conducted to evaluate alternative sustainment strategies.

- Develop Army policy that formulates a means of capturing all direct and indirect costs to ensure a true comparison of sustainment costs between contractors and AOIB facilities.

- Complete the on-going work to review and revise current policy for staffing, reviewing, and approving CLAs, CDAs, and DSOR recommendations. When finalized, the resultant staffing process and detailed PEO/PM CLA, CDA and DSOR process will be codified as regulatory guidance.

- ASA(ALT) will continue to provide acquisition policy to PEOs/PMs to seek access to system technical data owned by the Original Equipment Manufacturers (OEM) early in the system's life cycle. Access to technical data is critical for Depots in the development of the necessary workforce skills for repairing core end items or components.

- Core requirements are measured in terms of both DLHs and end item quantities. The ability to measure core provides functional and resource managers with an enhanced means of identifying and assessing risk in the OIB during the budget process.

- AMC Life Cycle Management Commands (LCMCs) and Depots work closely with the PEOs/PMs to identify and establish core requirements and assign the necessary core sustaining workloads for legacy and other systems that have been fielded without an approved CLA, CDA and DSOR. This includes Non-Standard Equipment (NS-E) items which have been designated as acquisition candidates or programs of record. The AOIB will continue to evaluate sustainment requirements as the Capabilities Development for Rapid Transition (CDRT)

process recommends additional NS-E items as acquisition program candidates (enduring capabilities).

- Sierra Army Depot (SIAD) and the Army’s three manufacturing Arsenals will be considered as sources of depot repair for future core capabilities only if the requirement is more appropriately aligned with the SIAD and Arsenal workforce skills and current core competencies.

b. Improve Process for Determining Core Depot Software Requirements

- The process for identifying and executing Army software core depot requirements must be better defined and monitored.

- In the last three decades, software requirements for Army equipment has grown exponentially, increasing the cost of maintaining equipment and driving the budget even higher (see Figure 5). Post Deployment Software Support (PDSS) requirements occur during system development through initial fielding and Post Production Software Support (PPSS) requirements begin the first full year after production is completed.

Figure 5. Software Growth

SOFTWARE GROWTH					
	STARTING POINT DATA		ENDING POINT DATA		ACTUAL GROWTH
	YEAR	NUMBER	YEAR	NUMBER	
Number of Systems	1983	37	2010	410	1008% over 27 years
Software Lines of Code	1980	5M	2009	240M	4700% over 29 years
Software Releases	1997	64	2009	470	634% over 12 years
Software Licenses	2004	34,205	2009	125,771	268% over 5 years
PPSS OPS-29 Requirements	2003	\$126M	2010 (2017)	\$586 (projection: \$920M)	365% over 7 years (projection: 630% over 14 years)

The AOIB must ensure that future software requirements meet operational needs while minimizing cost growth. It is important that the Software Life Cycle System Managers (LCSMs), e.g., the Program/Project/Product Managers (PMs), work closely with the Software Engineering Center (SEC) and Software Engineering Directorates (SEDs) assigned to the AMC Communications Electronics (CECOM) LCMC and Research Development and Engineering Command (RDECOM) respectively to:

- Seek enterprise licensing agreements and on-site technical support strategies that maximize the use of current capability with the Army and minimize future Operations and Support costs.

- Provide cost effective and efficient PDSS/PPSS, to include field software engineering support for Army weapon systems and business information management systems.

- Continue to assess organic and commercial industrial base software capabilities and trends that impact the development, production, and sustainment of Army weapon systems and supporting information technology business systems.
- Seek to ensure that the CECOM LCMC SEC and RDECOM SEDs are the source of support for core depot software requirements and that they are considered and evaluated as sources of support for future non-core software support requirements.
- Conduct software core analyses, to ensure core software requirements are identified and required software support capabilities are established at the SEC or SEDs to meet the current policy timeframe for establishing core capabilities, four years after weapon system Initial Operational Capability (IOC).
- Pursue a Technical Data Rights strategy to ensure the necessary software documentation/data rights are available where supported by the appropriate Business Case Analysis (BCA). Maximize efficiency and effectiveness at the SECs and SEDs to provide BCA support.
- Ensure that risks associated with National Technology and Industrial Base (NTIB) decisions, which impact the Army's net-centric software strategy and system of systems software architecture, are integrated into the process for evaluating and selecting source of support providers for both core and non-core software support requirements.

2. Goal 2, Objective 2: Identify Core Depot and Critical Manufacturing Resource Requirements for Depots and Arsenals

The AOIB will seek to ensure that core depot and critical manufacturing sustaining workloads are prioritized and resourced to the maximum extent possible in the budget process for both Depots and Arsenals.

The AOIB has made a significant change in the way core depot requirements are viewed and prioritized in the POM or FYDP budget development process. The change includes highlighting and prioritizing core requirements that are met from among the various depot maintenance requirements. These requirements include depot cyclic overhaul; the demand driven secondary item AWCF depot-level reparable (DLR) component repair program; Reset and Recapitalization program depot repair, overhaul or rebuild; requirements identified through the Aircraft and Combat Vehicle Evaluation (ACE/CVE) Teams; and requirements associated with support for modified, upgraded, and new weapon systems.

Depot maintenance requirements are reviewed in the Operational Program Summary (OPS)-29 Review Process utilizing the Depot Maintenance Operations Planning System (DMOPS). Key players in the depot maintenance requirements and budgeting processes include the HQAMC LCMCs, PEO/PMs, ARNG, and USAR.

During the OPS-29 Review Process, core workload requirements are validated as critical, which enable identification of funding levels needed to sustain our minimum core capabilities within the base program.

Key players in the arsenal manufacturing requirements and budgeting process include the HQAMC LCMCs, PEO/PMs and ASA(ALT). The AOIB will assess the current requirements and

budgeting processes for manufacturing requirements and seek to identify processes that identify workload needed to sustain the critical manufacturing capabilities identified for each Arsenal.

3. Goal 2, Objective 3: Assess Depot Base Program Funding

The Army continues to restore depot Base funding at required levels to establish a balance between Base and OCO funding for resourcing core depot sustaining workloads. The Army will continue this process to ensure the OIB meets future readiness requirements and to enable the Army's transition from wartime to a peacetime footing.

4. Goal 2, Objective 4: Assess Capital Investment Strategy (CIS) Requirements Needed to Sustain Core Competencies and Update the Army CIS Annually

The Army is committed to a modernized AOIB infrastructure that is resourced to sustain current and future core capability requirements. Comprehensive CIS planning and assessments will ensure that the Army's industrial facilities are modernized as part of the Army's overall transformation strategy.

To meet this objective, the AOIB requires a review of the current process to ensure that facilitization requirements are identified and prioritized for funding to establish/sustain the capability to perform core workloads assigned to select organic Depots and Arsenals. CIS facilitization requirements can include new depot maintenance plant equipment (DMPE), test measurement and diagnostic equipment (TMDE), test program sets (TPS), upgrades to facilities, development of depot maintenance or national maintenance workload requirement (DMWR/NMWR) standards, access to technical data, and workforce training. Core depot requirement capabilities are required to be established within four years after weapon system IOC per 10 U.S.C. 2464.

The Army will develop a long-range CIS strategy that is a comprehensive plan for the modernization of the depot and arsenal industrial facilities infrastructure. This plan will identify and develop immediate and long-range capital investment requirements necessary to sustain current and future core capability requirements and keep pace with changes in technology and force structure. This plan will consist of each industrial facility's capital improvement requirements and the projected funding/expenditures for each and be consistent with the Army's approved facility recapitalization strategy.

5. Goal 2, Objective 5: Resolve Core Capability and Sustaining Workload Shortfalls

The Army will continue to seek methods to resolve current depot core sustaining workload shortfalls. The Army will initiate management controls to gain visibility of all core shortfalls by assessing both core capability and core workload shortfalls. Core workload shortfalls will be determined by comparing core requirements with actual executed workloads to identify the shortfall by weapon system or individual repairable component. The applicable AOIB stakeholders will then develop and implement corrective actions to resolve or mitigate each weapon system core capability or workload shortfall.

6. Goal 2, Objective 6: Expand the Functionality of the Army Workload and Performance (AWPS) Core Module

The AOIB has developed an AWPS Core Module to establish a core database that is updated daily and used to track core requirements by weapon system, Depot or Arsenal, workforce skills, weapon system quantities, direct labor hours of annual depot repair at an organic AOIB facility, program cost, and schedule performance. This database provides the AOIB an efficient means to identify and capture the Army's core requirements and to use the core data to inform the OPS-29 depot maintenance requirements determination and programming process each budget cycle. The AOIB will continue to expand the functionality of the Core Module to include core metrics and leverage the workload data in AMC's Logistics Modernization Program (LMP).

7. Goal 2, Objective 7: Conduct Annual Core Training

Understanding and knowledge of the core depot logistics and DSOR processes at the HQAMC LCMC, Depot and Arsenal, and PEO/PM levels is critical to the viability of the Depots. Thus, the Army is committed to annual core training to ensure HQAMC LCMC, Depot/Arsenal, and PEO/PM personnel are thoroughly educated on the core depot and DSOR analysis processes. This training will provide education on the core statute, guidance for following current and future DoD and Army core depot logistics and DSOR polices and processes; conducting CLAs, CDAs, and DSOR analyses, using the AWPS Core Module; and completing the DoD biennial core Microsoft excel spreadsheets. Efforts are underway to institutionalize core training at both the Defense Acquisition University (DAU) as well as at the Army Logistics University (ALU).

8. Goal 2, Objective 8: Establish an Integrated Human Capital Investment Plan (HCIP) that Supports Current and Future Capability Requirements

The depot and arsenal workloads have changed dramatically over time. Depot workloads have increased from a low of 12.5 million DLHs in FY03 to a high of 29.9 million DLHs in FY08 and are projected to decline to levels approaching 17.1 million DLHs over the next 5 years. The arsenal workloads have also seen an increase from 2.08 million DLHs in FY03 to a high of 3.11 million DLHs in FY08 and are projected to decline to pre-OIF levels of approximately of 1.5 million DLHs in the next two to five years.

Army Depots and Arsenals strategically leverage Public-Private Partnerships, temporary employees, and contract field team hires to maintain operable manpower levels for surge workloads in support of contingency operations such as OIF, OEF, and OND. This process allows maximum flexibility to meet Army requirements.

The framework and "best practices" for managing a future AOIB workforce needs to be captured in an overarching HCIP. HQAMC is responsible for developing a five to seven year HCIP with annual benchmarks, requiring HQAMC to update the plan annually. Once developed, it will be included as an appendix to this plan.

HQAMC's integrated and overarching HCIP will not only establish the framework for future AOIB workforce right-sizing, but also set forth innovative strategies to ensure the blended AOIB workforce is empowered to affect change and possesses the right skills, knowledge, and abilities to meet future core competency requirements. These strategies will address the challenge of managing an aging workforce while maintaining the ability to continually recruit, hire, and train depot and arsenal workforces to ensure that future workforces are balanced in experience and facilitate the orderly transfer of institutional knowledge.

The HCIP will describe the various forms of recruitment that will be used to fill manpower gaps as a significant portion of the workforce population becomes eligible for retirement, to include:

- Student Educational Employment Program (SEEP).
- Student Temporary Employee Program (STEP).
- Internship Program.
- Army Materiel Command Fellows Program.
- Always a Soldier Program.
- Recruitment/Retention/Relocation Bonuses (up to 25% of base pay).

The HCIP will also describe the AOIB's strategy for identifying new skill requirements and managing its human capital by:

- Collecting data to facilitate human capital decision-making, to include: (1) identifying and addressing the skill gaps between depot and arsenal workforces of today with projected workforce requirements in the future; (2) identifying critical skill groups where substantial changes can be expected and that will likely be lost or be required for future missions.

- Training and education: It is the Army's goal for depot and arsenal workforces to receive continuous opportunities to train in order to keep pace with advances in technology. The objective is to have the skills required to support advances in technology mainstreamed in the workforce before the requirement is needed in the organic depot and arsenal pipeline.

9. Goal 2, Objective 9: Continue to Promote Public-Private Partnerships (PPPs)

The Army continues to support sustainment strategies that promote PPPs between the organic Depots and Arsenals and the OEMs to develop complementary capabilities between the organic and commercial industrial base segments without incurring unacceptable risk. Workloads will be shared between the AOIB facilities and OEM partners for the following purposes:

- To ensure core depot logistics and arsenal manufacturing competencies are established and sustained at the selected organic Depots and Arsenals.
- To share investments, reduce overall risks, and take advantage of best business practices that will benefit both the public and private sectors.
- To reduce life cycle costs of weapon systems or stabilize labor rates at the AOIB facilities; PPPs that share investment costs, promote the dual use and transfer of start-up equipment, and/or provide for the joint-use of facilities offer potential cost reductions.
- To enhance the mission capability of the AOIB industrial facilities.
- To create or maintain an industrial base capability.

10. Goal 2, Objective 10: Develop Industrial Base Integration Strategy

The AOIBSP sets forth several initiatives targeted to establish complementary capabilities between both the organic and commercial industrial base segments which share a common

purpose and customer. In light of current OPTEMPO rates, leveraging the capabilities of both creates a synergy that is critical to sustaining Army equipment reliability and readiness during future contingency operations. The combined infrastructure and scalability of organic and commercial facilities through performance base logistics (PBL) arrangements and PPPs provide the AOIB with skilled labor, supply chain management approaches, and the required capacity to respond to the high-demand dictated by Army requirements.

PPPs are a specific form of industrial base integration that has enhanced product support. PPPs capitalize on what each partner does best, sharing best practices between industry and government, and opening the door to innovation in the organic base. As with competition, partnerships can eliminate unnecessarily duplicative capabilities and increase efficiency. PPP documented results include better parts availability, reduced parts cost, reduced repair time, reduced backorders, and reduced depot support costs. PPPs have also stimulated private sector investment in organic facilities and equipment, improved facilities' utilization, reduced costs of ownership, and promoted more efficient business processes.

The success of the partnering effort requires a methodology to determine how depot maintenance and arsenal manufacturing support should be performed and where it should be performed. Central to this methodology is the mitigation of the perceptions tied to private sector versus organic facility capabilities and Title 10 provisions that currently:

- Limit private sector workloads to 50 percent of available funding in a fiscal year in accordance with 10 U.S.C. 2466.
- Require core capabilities be maintained in military Depots in accordance with 10 U.S.C. 2464.
- Require public-private competitions for certain workloads in accordance with 10 U.S.C. 2469.

Army organic and commercial industrial base stakeholders must foster a partnership approach that recognizes the areas of divergence, and a willingness to share information at all levels. Adoption of this partnership approach will provide further impetus to the cross-fertilization of best practices between the commercial and organic base segments.

Implementation of this industrial integration strategy requires the following actions be initiated:

- Support future partnership alignments to capture a broader set of baseline data, including types, size, structure, and characteristics of partnering agreements. A more comprehensive partnering data baseline is necessary to assess current decisions to better inform future decisions. Initial focus will be on Major Defense Acquisition Programs (MDAPs) or Acquisition Category (ACAT) 1 programs.
- Establish policy and training to promote the use of partnering early in program life cycle planning to leverage Government and industry capabilities and establish a single authoritative source of depot maintenance and arsenal manufacturing support for weapon systems.
- Propose modifications to current DoD and Army policy to enable maximum use of PPPs among organic and commercial industrial base activities.

11. Goal 2, Objective 11: Identify Arsenal Critical Manufacturing Competencies

This objective requires the identification of Army Arsenal critical manufacturing competencies and the minimum level of work needed to sustain those critical competencies in order to maintain effective and efficient operations within the Arsenals.

The Army's vision of the future for the Arsenals is tied to their current manufacturing capabilities or competencies. Thus, the AOIB will begin to:

- Identify the critical manufacturing capabilities resident at each Army Arsenal.
- Develop policy/guidance to encourage the Arsenals to recruit more PPP tenants that will enhance the Arsenals' critical manufacturing competencies and workforce skills.
- Determine long lead stock, critical tooling, and machines needed to meet potential future cannon and mortar surge requirements.
- Identify all critical manufacturing competencies with no parallel commercial source and assure these capabilities are independently assessed for potential execution within an Arsenal to maintain critical assets/skills.

C. Goal 3: Plan and Implement Weapon System Support Efficiency Initiatives

The Army has seen significant improvements in efficiency and effectiveness using continuous process improvement (CPI) tools in the maintenance and manufacturing arenas as well as in the organizational Army. As the customer experiences a better, more responsive AOIB, the Army will incur cost savings from improved business processes. Continuous process improvement is an ongoing initiative that allows Army Depots and Arsenals to better contribute to the readiness of the war fighter by improving materiel costs, performance, and schedule.

1. Goal 3, Objective 1: Continue to Implement Condition Based Maintenance (CBM) and CBM Plus (CBM+)

The Army will assess the requisite policy and governance structures needed to accelerate the implementation of CBM+ across its many fleets of equipment. Embracing CBM+ strategies will improve the readiness and availability of Army equipment. Critical failures can be prevented while improving reliability. The implementation of CBM+ will be reflected in enhanced materiel availability and decreased ownership costs as critical failures are anticipated, and prevented and repair cycle times are reduced.

2. Goal 3, Objective 2: Continue Value Stream Analysis, Value Engineering (VE) and Lean Six Sigma (LSS)

The Army's five organic maintenance Depots and three manufacturing Arsenals will maintain their continuous process improvement (CPI) programs utilizing LSS and VE methodologies. These efforts will continue to result in reduced costs, as well as improved equipment repair cycle times, which will directly contribute to improved equipment readiness.

3. Goal 3, Objective 3: Establish Forum to Identify Best Business Practices and Initiatives

HQAMC will establish a forum to identify and implement best business practices and initiatives across the industrial base. HQAMC will brief forum results to the OIBCB and continue to meet and report results on an annual basis.

IV. Strategic Assessment

A. Assessment Methodology

Seven measures will be used by the AOIB to measure the success of the AOIB Strategic Plan. The first five measures are also codified in the Army Campaign Plan (ACP).

B. Metrics

1. Measure 1: Core and Critical Manufacturing Sustaining Workloads

The Army G-4 in coordination with ASA (ALT) and HQAMC (to include the LCMCs and Depots and Arsenals) will assess funded core and critical manufacturing sustaining workloads – the goal is to fund 100% of available core and critical manufacturing workloads annually. This measure has two elements: (1) core and critical manufacturing sustaining workloads should equal core and critical manufacturing requirements where possible; and (2) 100 percent of sustaining workloads should be funded. The second element requires that sustaining workloads match core depot requirements on a one for one basis measured in terms of both equipment and component quantities and DLHs. When one or either of these objectives is not met, funded workloads for like equipment and components will be considered for mitigating the core workload shortfalls.

2. Measure 2: Core Analyses/DSOR Decisions

ASA(ALT) in coordination with DA G-4 and HQAMC will ensure that CLAs are completed by Milestone B and CDAs and DSOR decisions are completed by Milestone C. A scorecard for tracking the status of CLA, CDA and DSOR recommendations/decisions has been approved and implemented. Scorecard results will be provided at OIBCB quarterly meetings.

3. Measure 3: AOIB Capital Investment Strategy

AMC, in coordination with ASA (ALT), ACSIM, and DA G-4 will ensure that the CIS is updated annually. The CIS will be an Appendix to the AOIBSP. As part of the annual CIS update, ASA(ALT) will provide DA G-4 and HQAMC with a list of PM procurement funded CIS projects required to support core depot maintenance capabilities and critical manufacturing competencies. This plan will ensure that organic depot and arsenal facilities are sized to sustain the Army's OIB competencies. ASA(FM&C) will continue to monitor the annual six (6) percent investment requirement governed by 10 U.S.C. 2476.

4. Measure 4: Human Capital Investment Plan (HCIP)

AMC will develop an HCIP that addresses workforce/personnel requirements to ensure the organic Depot and Arsenal workforces are sized to sustain core depot and arsenal manufacturing competencies respectively. The HCIP will be updated annually.

5. Measure 5: Public Private Partnerships (PPPs)

HQAMC, ASA(ALT), and HQDA G-4 will ensure that PPPs are cost effective based on the results of the business case analysis (BCA). The target objective is for each PPP to enhance mission effectiveness or reduce costs. AMC will ensure that the BCA is tailored and commensurate with the scale of the proposed PPP scope of work and monetary value of the PPP arrangement. Proposals must be carefully reviewed to ensure that the partnership is indeed a good business arrangement for the Army and that the partnering agreement provides measurable benefits.

6. Measure 6: Health of the AOIB

The AOIB will develop an individual scorecard for each Depot and Arsenal that will be briefed quarterly to the OIBCB. The scorecard for each activity will include Base and OCO Obligations, trend charts for New Orders, Revenue, Carryover, and Productive Yield with detailed explanations, status of Capital Investment Projects, and Sizing Permanent Workforce to Core. Measures will be briefed to the OIBEC monthly and to the OIBCB quarterly.

7. Measure 7: Repair Cycle Time (RCT)

RCT is a measure of time required to achieve the dual outcomes of availability and reliability. The RCT starts with the induction of an item into the depot and arsenal production line and ends when the item is completed and handed over to the supply system for distribution. Over the last few years, the Depots and Arsenals have reduced the RCT for numerous items that they repair or manufacture.

The AOIB will require each Depot and Arsenal to track and improve the RCTs over time for the top 15 weapon systems or programs at each Depot and Arsenal. The top 15 programs will be determined by the Depots and Arsenals based on dollar value of the program.

V. Summary

Public and private sector industrial base capabilities play a critical role in sustaining DoD future readiness. AOIB leadership is committed to an iterative strategic planning process for the public sector. This plan develops an AOIB strategy and framework for both Depots and Arsenals. The Army is taking a strategic approach to maintenance and arsenal manufacturing capabilities in a post-OCO environment, an environment that requires a balanced approach between private and public sector capabilities to meet joint requirements.

The strategic framework established by this plan ensures that: AOIB capacity and workforces are sized to meet core capability requirements plus preserve the ability to meet future surge requirements; Capital investment requirements to preserve needed capability are identified and prioritized appropriately; Resources are aligned to maintain AOIB readiness; and that the Army continues to promote Public Private Partnerships as opportunities to leverage commercial sector activities and balance workload requirements across the defense industrial base.

The AOIBSP requires continuous re-assessment to ensure the AOIB remains flexible and meets the evolving nature of Joint support. Implementation of this strategic framework ensures the

Army's Organic Industrial Base will remain a viable, vibrant component of the Defense Industrial Base, capable of meeting current and future Joint Warfighting requirements.

VI. Appendices

Appendix A: AOIBSP Goals and Objectives

Goal	Support to Mission and Vision	Objectives
Goal 1: Institutionalize Army Sustainment Functions	<ul style="list-style-type: none"> ▶ Institutionalizes policy and process improvement ▶ Enables alignment of AOIB production to Army priorities ▶ Minimizes risk 	Objective 1: Assess AOIB policies, plans, programs and processes needed to support Army requirements
Goal 2: Assess and Sustain Essential AOIB Competencies and Capabilities	<ul style="list-style-type: none"> ▶ Ensures Depots and Arsenals are poised to meet current and future requirements ▶ Ensures Depots and Arsenals are able to surge ▶ Ensures Depots and Arsenals remain essential providers of reliable equipment to the War fighter ▶ Ensure Depots and Arsenals maintain quality and technical competence, at a competitive billing rate 	Objective 1: Improve core depot capability and depot source of repair (DSOR) policies and processes
		Objective 2: Assess Depot core competency resource requirements
		Objective 3: Identify Depot Base program funding requirements
		Objective 4: Identify capital investment strategy (CIS) requirements to sustain core competencies and update the Army CIS annually
		Objective 5: Assess core capability and sustaining workload shortfalls
		Objective 6: Continue to develop the Army Workload and Performance (AWPS) Core Module and integrate functionality with the Logistics Modernization Program (LMP)
		Objective 7: Conduct annual core training
		Objective 8: Establish an Integrated Human Capital Investment Plan (HCIP) that supports current and future core capability requirements
		Objective 9: Continue to promote Public-Private Partnerships (PPPs)
		Objective 10: Develop organic and commercial industrial base integration strategy
		Objective 11: Identify and document current Arsenal critical manufacturing competencies
Goal 3: Plan and Implement Weapon System Support Efficiency Initiatives	<ul style="list-style-type: none"> ▶ Minimizes burden on customers ▶ Improves readiness and availability of Army equipment ▶ Adds capacity at organic Depots and Arsenals ▶ Reduces total cost of ownership ▶ HQAMC establish Depot/Arsenal forum to identify and implement best business practices and cost of cutting initiatives 	Objective 1: Continue to implement condition based maintenance (CBM) and CBM Plus (CBM+)
		Objective 2: Continue value stream analysis, value engineering (VE) and lean six sigma (LSS)
		Objective 3: Operate AOIB facilities at the same standards of quality, technical competence, and costs expected of private sources

Appendix B: Regulatory Environment

Appendix B lists Army Regulations, United States Code (U.S.C.), and supplemental guidance that apply to the AOIB. Table B1 lists and describes the primary regulatory guidance. Table B2 lists additional regulatory guidance.

Table B1. Primary Regulatory Guidance

Regulatory Guidance	Summary Description
10 U.S.C. 2460, Depot Maintenance Definition	The term “depot-level maintenance and repair” means action performed on materiel or software in the conduct of inspection, repair, overhaul, or the modification or rebuild of end-items, assemblies, subassemblies, and parts not available in lower echelon-level maintenance activities, but does not include hardware or software modifications that are not maintenance in nature. Modifications designed to enhance performance or add functional capability may be included in the definition if the modifications are being executed consistent with past depot practices.
10 U.S.C. 2464, Core Depot Logistics Capabilities	It is essential that the DoD maintain a core logistics capability that is Government-owned and Government-operated (GOGO) (including Government personnel and GOGO equipment and facilities) to ensure a ready and controlled source of technical competence and resources necessary to ensure effective and timely response to a mobilization, national defense contingency situations, and other emergency requirements. The statute is limited to depot-level maintenance and repair, including associated logistics capabilities in “direct” support of depot maintenance and repair activities.
10 U.S.C. 4532, Army Arsenal Act	Provides (in part) that, "the Secretary of the Army (SA) will have supplies needed for the Department of the Army (DA) made in factories or Arsenals owned by the United States, so far as those factories or Arsenals can make those supplies on an economical basis." The definition of "supplies" for Title 10 is found in Title 10 U.S.C. 101(a) (14). It states that "the term 'supplies' includes material, equipment, and stores of all kinds." Due to the extremely wide variety of "supplies" that the Army uses, the scope of the "supplies" that Arsenals can manufacture is limited to those they are capable (sufficiently equipped and staffed) of manufacturing and the supplies to be produced must be consistent with the general capabilities of the Arsenal and/or factory. The ASA(ALT), acting on behalf of the SA, retains authority to determine which supplies the Arsenals can and should make, and therefore, which items will be subject to the “make or buy” analysis on a case-by-case basis. The Army Arsenal Act is not applicable to the depot level maintenance and repair mission.
10 U.S.C. 2466, Limitations on Performance of Depot Level Maintenance of Materiel	Not more than 50 percent of the funds made available in a fiscal year to a military department for depot level maintenance and repair workload may be used to contract for the performance by non-federal government personnel of such workload for the military department or the Defense Agency. Any such funds that are not used for such a contract shall be used for the performance of depot-level maintenance and repair workload by employees of the DoD.
10 U.S.C. 2469, “Three Million Dollar Rule”; Requirement to compete workloads previously performed by Depot activities of DoD valued at \$3M or more	The SECDEF shall ensure that the performance of a depot-level maintenance and repair workload described in subsection (b) is not changed to performance by a contractor or by another depot-level activity of the DoD unless the change is made using-(1) Merit-based selection procedures for competitions among all depot-level activities of the DoD; or (2) Competitive procedures for competitions among private and public sector entities. Applies to any depot-level maintenance and repair workload that has a value of not less than \$3,000,000 (including the cost of labor and materials) and is being performed by a depot-level activity of the DoD. This requirement under 10 U.S.C. 2469(a) may be waived for depot-level maintenance and repair workload performed by public-private partnerships at designated CITEs (10 U.S.C. 2474).

<p>10 U.S.C. 2472, Prohibition on management of Depot employees by end strength</p>	<p>The civilian employees of the DoD, including the civilian employees of the military departments and the Defense Agencies, who perform, or are involved in the performance of depot-level maintenance and repair workloads may not be managed on the basis of any constraint or limitation in terms of man years, end strength, full-time equivalent positions, or maximum number of employees. Such employees shall be managed solely on the basis of the available workload and the funds made available for such depot-level maintenance and repair.</p>
<p>10 U.S.C. 2208, (Working Capital Fund)</p>	<p>Provides the authority to do the following: Supplies from a working capital funded (WCF) inventory to be sold to contractors for use in performing DoD contracts; and WCF activities to manufacture or remanufacture articles and sell these articles, as well as manufacturing, remanufacturing and engineering services to persons outside of DoD if the person purchasing the articles or services is fulfilling a DoD prime contractor subcontract, and the solicitation for the prime contractor subcontract is open to competition between DoD and the private firm. This statute and its two sub-parts apply only to sales from WCF inventory, or subcontracting for fulfilling a DoD contract or subcontract. It does not provide for flexibility in business arrangements. Moreover, its utility is restricted to solicitations that are open to public-private competition; the practical result of this restriction is that it can be used only when it is planned for during the competitive phase of a procurement action.</p>
<p>10 U.S.C. 2474, CITE Designation; PPP</p>	<p>Provides the authority for DoD Depots and Arsenals of the military departments to be designated as Centers of Industrial and Technical Excellence (CITE) and encourages the head of the CITE to enter into public-private cooperative arrangements. Other industrial facilities such as Ammunition Plants and Ammunition Depots are excluded from CITE designation unless they are doing depot-level maintenance work.</p>
<p>10 U.S.C. 4543, (Army industrial facilities: sales of manufactured articles or services outside DoD)</p>	<p>Authorizes a working-capital funded Army industrial facility that manufactures large caliber cannon, gun mounts, recoil mechanisms, munitions or components to sell manufactured articles or service to a person outside of DoD in designated circumstances. This statutory authority excludes a number of installations and also lacks flexibility when structuring financial arrangements. For example, firm fixed price contracts or variable pricing can be used only for commercial items, which puts the facility in the incongruous position of being able to offer better terms for partners requiring commercial goods or services than partners requiring military goods or services, whose ultimate customer is the DoD.</p>
<p>10 U.S.C. 4544, Non-Army entity PPPs</p>	<p>Provides the authority for a working-capital fund Army industrial facility to enter into a contract or other cooperative arrangement with a non-Army entity to carry out with the non-Army entity a military or commercial project.</p>
<p>10 U.S.C. 4551, Arsenal Support Program Initiative</p>	<p>Provides the authority for an Army manufacturing Arsenal to enter into use or use of capabilities agreements with non-governmental entities to perform commercial work. The U.S. Army Materiel Command (USAMC) provides oversight, and the TACOM Life Cycle Management Command (LCMC) exercises program management, for the ASPI program.</p>

Table B2. Additional Regulatory Guidance

Additional Regulatory Guidance	
Military Services	
	Joint Depot Maintenance Program, 31 MAR 1999 AMC-R 750-10, Headquarters US Army Materiel Command OPNAVIST 4790.14A, Office of the Chief of Naval Operations MCO P4790.10B, Headquarters US Marine Corps DLAD 4151.16, Headquarters Defense Logistics Agency
Department of Defense (DoD)	
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Appendix C: Stakeholder Support

Table C. AOIB Customers and Stakeholders

Customers	Stakeholders
<p>Ultimate Customers:</p> <ul style="list-style-type: none"> - War fighter - Foreign Military Sales (FMS) Customers <p>Intermediate Customers - funding owners and funding streams to include:</p> <ul style="list-style-type: none"> - Supply System / Defense Logistics Agency (DLA) - Life Cycle Management Commands (LCMCs) - PEOs/PMs - Army National Guard (ARNG) - U.S. Army Reserve (USAR) 	<p>Department of Defense (DoD) Office of the Secretary of Defense (OSD)</p> <p>Headquarters, Department of the Army (HQDA) Staff</p> <ul style="list-style-type: none"> - Office of the Deputy Chief of Staff, G-3/5/7 - Office of the Deputy Chief of Staff, G-4 - Office of the Deputy Chief of Staff, G-8 - Assistant Secretary of the Army (Acquisition, Logistics and Technology) (ASA(ALT)) - Assistant Secretary of the Army (Financial Management & Comptroller) (ASA(FM&C)) - Assistant Secretary of the Army (Installations, Energy & Environment) (ASA(IE&E)) - Assistant Chief of Staff for Installation Management (ACSIM) <p>Army National Guard (ARNG)</p> <p>U.S. Army Reserve (USAR)</p> <p>Army Commands (ACOMs)</p> <p>Direct Reporting Units (DRUs)</p> <p>Army Service Component Commands (ASCCs)</p> <p>Installation Management Command (IMCOM)</p> <p>Army Materiel Command (AMC)</p> <ul style="list-style-type: none"> - Headquarters, Army Materiel Command (HQAMC) - LCMCs - Research Development and Engineering Command (RDECOM) - Depots - Arsenals <p>Other Services</p> <ul style="list-style-type: none"> - U.S. Air Force - U.S. Navy - U.S. Marine Corps <p>Defense Logistics Agency (DLA)</p> <p>Congress</p> <ul style="list-style-type: none"> - Industrial Base Caucus <p>Original Equipment Manufacturers (OEMs)/Contractors</p> <p>Foreign Military Sales (FMS) Customers</p>

Appendix D: Glossary of Operational Terms and Definitions

Army Organic Industrial Base (AOIB): The Army's Government-Owned industrial capability and capacity available for manufacture, maintenance, modification, overhaul, and/or repair of items required by the United States and selected allies, including both the production and maintenance base.

Business Case Analysis (BCA): A BCA is a structured methodology and document that aids decision making by identifying and comparing alternatives to examine mission and business impacts (both financial and non-financial), risks and sensitivities. The BCA concludes with a recommendation and associated specific actions and implementation plan to achieve stated organizational objectives and desired outcomes.

Capital Investment Strategy (CIS): A comprehensive, 5-year strategy to coincide with the Program Objective Memorandum (POM) for the modernization or replacement of depot and arsenal facilities and infrastructure, to include the projected funding for each depot and arsenal capital improvement requirement.

Commercial Industrial Base: The privately owned industrial capability and capacity available for manufacture, maintenance, modification, overhaul and/or repair of items required by the United States and selected allies, including both the production and maintenance base. (U.S. Army Industrial Base Strategic Plan, April 2006).

Condition Based Maintenance: A maintenance strategy that is derived from a Reliability Centered Maintenance analysis. CBM encompasses a set of maintenance processes and capabilities derived from real-time assessment of weapon system conditions obtained from embedded sensors and/or external test and measurements using portable equipment. The goal of CBM is to perform maintenance only upon evidence of need.

Condition Based Maintenance Plus (CBM+): CBM+ is a Department of Defense proactive equipment maintenance capability that uses system health indications to identify and predict functional failure in advance of the event and provide the ability to take appropriate action.

Core Capability: The essential facilities, equipment, and skilled personnel that constitutes a ready, controlled, and existing source of technical competence to overhaul, rebuild or repair an end item or component at a DoD organic Depot(s) to meet readiness and sustainability requirements of the weapon systems that support the Joint Chiefs of Staff (JCS) scenarios. The term applies to both hardware and software depot-level maintenance. Core capabilities at DOD organic Depots set the technical baseline for performance of depot-level maintenance within the organic industrial base.

"Above or Redundant" Core Capability: Maintenance and repair requirements associated with a new end item or depot level repairable (DLR) that are similar to existing core capabilities already being performed at an organic Depot. The workloads associated with "redundant" core capabilities are subject to the Depot Source of Repair (DSOR) analysis process to determine the depot maintenance provider. A comparative analysis (during the CLA/CDA process) of the repairable components within the two similar end items or DLRs should be conducted to

determine what is the same and what is different about the depot repair processes for each component. Like or duplicate repair processes can be considered a “redundant” core capability. Maintenance and repair requirements for new or modified weapon systems can be declared a “redundant” core capability/competency only if the following criteria are met: (1) The maintenance and repair requirement associated with the new or modified system/DLR is an exact (100%) duplicate of an existing core capability that is already being performed at a DoD organic Depot; (2) The tools, test equipment, technical data, and facilities needed to perform the maintenance and repair associated with the new or modified system/DLR are currently on hand and available at the DoD organic Depot; and (3) The organic Depot employees have been trained and have previously executed the actual labor skills needed to perform the maintenance and repair associated with the new or modified system/DLR in the past. The workload associated with any “redundant” core capability is subject to a DSOR analysis to determine if the workload can be performed by an organic Depot, by a contractor, or by a combination of both entities via a public-private partnership.

“New” Core Capability: New or unique depot maintenance/repair capabilities that do not currently exist in a DoD organic Depot. “New” core capabilities/competencies are discovered and determined by conducting a Core Logistics Analysis (CLA) at the major decision review Milestone B in the weapon system’s life cycle development process and by conducting a Core Depot Assessment (CDA) at the major decision review Milestone C in the weapon system’s life cycle development process. New core capabilities/competencies (and their associated workloads) are added to supplement the existing core capabilities (and core sustaining workloads) at DoD organic Depots in order to strengthen the current organic industrial base core competencies in support of newly fielded weapon systems. New core capabilities/competencies require that the designated organic Depot be facilitized and that the Depot workforce be trained and technically competent to perform designated levels of maintenance and repair workloads. Facilitizing the organic Depot requires that the materiel developer (i.e., Program Manager (PM)) and sustainment provider (i.e., organic Depot) work together to ensure facilitization requirements to establish the core capabilities/competencies at the organic Depot(s) are budgeted and completed within four years of system IOC. Organic Depot facilitization requirements include technical data rights; depot maintenance plant equipment (DMPE); test, measurement and diagnostic equipment (TMDE); test program sets (TPS); facility upgrades if required; software upgrades; and any other requirement necessary to establish and implement the new core capabilities at the designated Depot(s).

“Non-Core” Core Capability: Depot maintenance and repair DLHs consumed on systems excluded from the core depot process in accordance with the core statute, 10 U.S.C. 2464, or weapon systems that do not support the JCS scenarios (non-JCS assets) such as training systems. Excluded systems covered under 10 U.S.C 2464 include weapon systems with a special access security classification, nuclear aircraft carriers, and commercial items.

Core Competencies: Those critical organic industrial base logistics support capabilities, to include depot-level maintenance, hardware and ammunition manufacturing, ammunition and supply storage, and other logistics services, that serve as the Army’s necessary ready and controlled source of technical ability, expertise, and resources. Core competencies are unique to each AOIB facility, and as such, each AOIB is a recognized leader in its core competencies at the national technology and industrial base (NTIB) level. Viewed in the aggregate, core competencies are the set of organic industrial base logistics support capabilities necessary to enable the Army to fulfill the strategic and contingency plans prepared by the Joint Chiefs of Staff (JCS). Core competencies ensure that Army industrial base activities are prepared to and actually provide the applicable logistics support in an effective, efficient, and timely manner.

Core Sustaining Workload: Sufficient peacetime workloads budgeted and inducted at the designated organic core Depot(s) to sustain the core capability workforce skills and sustain efficient operations at the designated core organic Depot(s).

Depot-Level Maintenance Activity: A specific DoD-owned and –operated facility established, equipped, and staffed to carry out depot-level maintenance. DoD depot-level maintenance activities accomplish a wide range of depot-level maintenance processes, to include overhaul, conversion, activation, inactivation, renovation, analytical rework, repair, modifications and upgrades, inspection, manufacturing, reclamation, storage, software support, calibration, and technical assistance. A field-level maintenance site authorized to accomplish a specific depot-level repair or a narrow range of such repairs or maintenance is not a depot-level maintenance activity.

Depot Maintenance: Materiel maintenance requiring major overhaul or a complete rebuilding of parts, assemblies, subassemblies, and end items, including the manufacture of parts, modifications, testing, and reclamation, as required. Depot maintenance serves to support lower categories of maintenance by providing technical assistance and performing that maintenance beyond their responsibility. Depot maintenance provides stocks of serviceable equipment because it has available more extensive facilities for repair than are available in lower maintenance activities. Depot maintenance includes all aspects of software maintenance.

Depot Source of Repair (DSOR): The process of selecting the most cost effective source of repair and prevent unnecessary duplication of capabilities. DoD policies require that program managers seek best value in depot maintenance support and that the department maintains organic core depot maintenance capabilities. The DSOR decision process considers both contract and organic sources, considers existing depot maintenance capabilities in all Military Services, and considers joint contracting opportunities and has the potential to substantially reduce program costs.

Industrial Base: Per Army Regulation 700-90, *Army Industrial Base Process*, the Industrial Base is the privately owned and Government-owned industrial capability and capacity available for manufacture, maintenance, modification, overhaul, and/or repair of items required by the U.S. and selected allies. The Industrial Base includes both the production base and maintenance base.

Initial Operational Capability (IOC): The first attainment by a Modified Table of Equipment (MTOE) unit of the capability to operate and support effectively in the operational environment a new, improved or displaced Army materiel system.

Life Cycle Management: The management applied throughout the life of a system that forms the basis for all programmatic decisions on anticipated mission related and economic benefits derived over the life of the system.

Life Cycle Sustainment Plan (LCSP): The LCSP documents the Program Manager's (PM's) plan for formulating, implementing and executing the sustainment strategy for an acquisition program so that the system's design as well as the development of the product support package (including any support contracts) are integrated and contribute to the Warfighter's mission requirements by achieving and maintaining the Sustainment Key Performance Parameters /Key Support Areas (KPPs/KSAs).

Maintenance Base: The total privately owned and Government-owned industrial maintenance capacity available to the Army for depot maintenance of items required by the U.S. Armed Forces. The maintenance base together with the production base comprises the industrial base.

Manufacturing: Total system and component manufacturing from prototyping to full installation, including engineering, machining, sheet metal, welding, finishing, plating, painting, cable manufacturing, as well as mechanical, electrical, and electronic assembly. The Arsenals are the Army's primary organic source for manufacturing.

Non-Standard Equipment: Army-owned equipment for which there is not an assigned item number.

Overhaul: Overhaul is maintenance that restores equipment or components to a completely serviceable condition with a measurable (expected) life. This process involves inspection and diagnosis according to the depot maintenance workload requirement or national maintenance workload requirement (DMWR/NMWR), or similar technical directions that identify components exhibiting wear and directs the replacement or adjustment of those items in accordance with the applicable technical specifications.

Overseas Contingency Operation: An OCO operation is any overseas operation in which members of the Armed Forces are or may be involved in military actions, operations, or hostilities against an enemy of the U.S. or against an opposing force; or created by definition of law; or includes support for peace operations, major humanitarian assistance efforts, non-combatant evacuation operations, and international disaster relief efforts.

Performance Based Logistics: DoD's preferred approach for implementing product support. PBL is a strategy for weapon system life cycle support that brings higher levels of system readiness through efficient management and direct accountability. It describes performance goals for a weapon system's readiness, and encourages the creation of incentives for attaining the goals through clear lines of authority and responsibility.

Post Production Software Support (PPSS): PPSS is the sum of all activities required to ensure that the implemented and fielded software system continues to support its original operational mission and subsequent mission modifications once production of the system is completed or when it finishes a transition to functional management.

Production Base: The total privately owned and Government-owned industrial production capacity available to manufacture items required by the U.S. Armed Forces. The production base together with the maintenance base comprises the industrial base.

Public-Private Partnership: An agreement between an organic maintenance Depot or manufacturing Arsenal and one or more private industry entity to perform work or utilize facilities and equipment. Depot-level maintenance and manufacturing capabilities that can be covered by such agreements include depot maintenance and repair, manufacturing, and technical services.

Readiness: The capability of a unit/formation, ship, weapon system, or equipment to perform the mission or functions for which it is organized or designed.

Rebuild: Rebuild is maintenance that restores the system to a like-new (near zero time/zero mile) condition in appearance, performance, and life expectancy. It inserts new technology where practical to improve reliability and maintainability. The result of a recapitalization rebuild is a system with the same model and a new life.

Recapitalization (RECAP): The complete rebuild and selected upgrade of currently fielded systems to a like-new condition, zero time/zero miles to enhance operational readiness and capabilities. The objectives of the RECAP process include: extending service life, reducing operating and support costs, enhancing capability and improving system reliability, maintainability, safety, and efficiency.

Reliability Centered Maintenance: A disciplined logic or methodology used to identify preventive maintenance tasks to realize the inherent reliability of equipment at a minimum expenditure of resources.

Repair Cycle Time (RCT): The period of time from when the equipment is inducted into the depot and arsenal repair line and ends when the item is completed and handed over to the supply system for distribution.

Reset: Equipment Reset is the OCO funded activity that refers to a set of actions taken to restore equipment to desired level of combat capability commensurate with a unit's future mission. Equipment Reset reverses the effects of combat stress on equipment. Reset includes both maintenance and supply activities that restore and enhance combat capability to units and pre positioned equipment that was destroyed, damaged, stressed, or beyond economical repair due to combat operations. Reset activities involve replacement, recapitalization, and repair. Reset repair includes both depot and field level maintenance.

Software Depot-Level Maintenance: Sustainment and/or modification of tactical and diagnostic software embedded in military equipment to maintain operational capability, correct faults, improve performance, and adapt the software to environmental changes or new requirements. Software depot maintenance workloads include: (1) Change events made to operational software resident in military materiel (including weapon systems and their components and space control systems and their components) as well as the associated software technical data, automated test equipment (ATE), including interface test adapters (ITA) and test program sets (TPS), and laboratory support (simulation or stimulation software, data acquisition or reduction software). Change events include the corrective maintenance or fixes which successfully repair faults discovered in the software, preventive maintenance or fixes which detect and correct latent faults in the software, adaptive modifications or upgrades which incorporate enhancements made necessary by modifications in the software or hardware (operational) environment of the program, or perfective modifications or upgrades which incorporate enhancements requested by the users. (2) Software infrastructure maintenance which includes the purchasing of license agreements, maintaining standards that ensure the software is certified and accredited to operate safely, conducting information assurance vulnerability assessments (IAVAs), etc.

Surge: The act of expanding an existing depot maintenance repair or arsenal manufacturing capability to meet increased requirements by adjusting shifts, adding skilled personnel, equipment, spares, and repair parts to increase the flow of repaired or manufactured materiel to the using activity.

Technical Assistance: Worldwide technical assistance, system fielding, and depot maintenance support, including the deployment of activities (such as USAMC's Logistics Support Element) to support contingency operations such as OEF and OIF and natural disaster relief missions.

Test Program Set (TPS): The combination of interface devices, software test programs (such as those residing in logic storage media or in permanent digital memory), and documentation (for example, technical manuals and technical data packages) that together allows the automatic test equipment operator to perform the testing/diagnostic action on the unit under test.

Appendix E: List of Acronyms

AAA – Army Audit Agency
ABO – Army Budget Office
ACE/CVE – Aircraft and Combat Vehicle Evaluation
ACOM – Army Command
ACP – Army Campaign Plan
ACSIM – Assistant Chief of Staff for Installation Management
AIB – Army Industrial Base
AOIB – Army Organic Industrial Base
AOIBSP – Army Organic Industrial Base Strategic Plan
AMC – Army Materiel Command
ANAD – Anniston Army Depot
APS – Army Posture Statement
ARFORGEN – Army Force Generation
ARNG – Army National Guard
AROC – Army Requirements Oversight Council
ASA (FM&C) – Assistant Secretary of the Army (Financial Management and Comptroller)
ASARC – Army Systems Acquisition Review Council
ASCC – Army Service Component Command
ASPI – Arsenal Support Program Initiative
AWCF – Army Working Capital Fund
AWPS – Army Workload Performance System
BCA – Business Case Analysis
CBM – Condition-Based Maintenance
CBM+ – Condition-Based Maintenance Plus
CCAD – Corpus Christi Army Depot
CDA – Core Depot Assessment
CDRT – Capabilities Development for Rapid Transition
CEF – Contingencies Expedition Forces
CG – Commanding General
CIS – Capital Investment Strategy
CIP – Capital Investment Plan
CITE – Center of Industrial and Technical Excellence
CJCS – Chairman of the Joints Chiefs’ of Staff
CLA – Core Logistics Assessment
DEF – Deployment Expeditionary Force
DLA – Defense Logistics Agency
DLH – Direct Labor Hour
DLR – Depot Level Repairable
DMOPS - Depot Maintenance Operations Planning System
DMPE – Depot Maintenance Plant Equipment
DoD – Department of Defense
DoDI – Department of Defense Instruction
DRU – Direct Reporting Unit
DSOR – Depot Source of Repair
DMWR/NMWR – Depot Maintenance or National Maintenance Workload Requirement
FORSCOM – United States Army Forces Command
FOV – Family of Vehicles
FSO – Full Spectrum Operations
FYDP – Future Years Defense Plan/Program

GAO – Government Accountability Office
GO – General Officer
GOGO – Government-Owned/Government-Operated
HCIP – Human Capital Investment Plan
HQ – Headquarters
ILS – Integrated Logistics Support
IMCOM – Installation Management Command
IUID – Item Unique Identification
JADOCS – Joint Automated Deep Operations Coordination System
JCS – Joint Chiefs of Staff
ICW – In Coordination With
LBE – Left Behind Equipment
LCMC – Life Cycle Management Command
LCSP – Life Cycle Sustainment Plan
LEAD – Letterkenny Army Depot
LMP – Logistics Modernization Program
LSS – Lean Six Sigma
MACOM – Major Command
MCA – Military Construction, Army (funds)
MILCON – Military Construction
NDAA - National Defense Authorization Act
NGB – National Guard Bureau
NMS – National Military Strategy
NOR – Net Operating Result
NS-E – Non Standard Equipment
NTIB – National Technology and Industrial Base
OIB – Organic Industrial Base
OIBCB – Organic Industrial Base Corporate Board
OIBEC – Organic Industrial Base Executive Council
O&S – Operations and Support
OASA (ALT) – Office of the Assistant Secretary of the Army (Acquisition, Logistics, & Technology)
OCO – Overseas Contingency Operation
OEM – Original Equipment Manufacturer
OIF – Operation Iraqi Freedom
OMA – Operations & Maintenance, Army
OPA – Other Procurement, Army
OPS – Operational Program Summary
OPTEMPO – Operational Tempo
OSD – Office of the Secretary of Defense
PEG – Program Execution Group
PEO – Program Executive Officer
PM – Program Manager
POM – Program Objective Memorandum
PPBE – Planning, Programming, Budgeting and Execution
PPP – Public Private Partnership
PPSS – Post Production Software Support
QDR – Quadrennial Defense Review
RCT – Repair Cycle Time
RFG – Resource Formulation Guidance
SEC – Software Engineering Center

SED – Software Engineering Directorate
SES – Senior Executive Service
TAA – Total Army Analysis
TMDE – Test, Measurement, and Diagnostic Equipment
TPS – Test Program Sets
TYAD – Tobyhanna Army Depot
USAR – United States Army Reserve
USC – United States Code
VE– Value Engineering
VSA – Value Stream Analysis
WSR – Weapon System Review

Appendix F: References

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