



DEPARTMENT OF THE ARMY
OFFICE OF THE ASSISTANT SECRETARY OF THE ARMY
ACQUISITION LOGISTICS AND TECHNOLOGY
103 ARMY PENTAGON
WASHINGTON DC 20310-0103

15 MAR 2004

Dr. Joseph Braddock
Chair, Army Science Board
2511 Jefferson Davis Highway, Suite 11500
Arlington, Virginia 22202

Dear Dr. Braddock:

I request the Army Science Board (ASB) continue its efforts to further study the challenges facing the Army in distribution of supplies and materiel to the Central Command (CENTCOM) Area of Responsibility (AOR) and in future operations.

Background: The Army has substantial forces employed in the CENTCOM AOR and expects these forces to be so employed for the foreseeable future. The Army experienced problems distributing sustainment to these forces during Operation Iraqi Freedom (OIF) and some of these problems continue. The Army considers some of these problems to be systemic and in need of solution at the Department of the Army or Department of Defense level.

Issues for the Terms of Reference:

a. Adequacy of the Logistics Force required for Theater opening and initial distribution/logistics operations.

(1) Identify tasks required to open and initially support a Theater for combat operations.

(2) Examine Navy and Air Force methods of intra-Theater sustainment to determine if they have established any more effective or efficient logistics distribution policies/procedures.

(3) Evaluate the adequacy of the current logistics force given the assumption that no reserves will be deployed before C+30 and no Logistics Civil Augmentation Program (LOGCAP) available before C+30. Assess the best use of LOGCAP in time and functions, particularly as it conflicts with the C+30 assumption in performing Theater opening and initial distribution/logistics operations.

(4) Assess the adequacy of Army and Joint doctrine for providing these functions. Identify any changes in force structure required to meet the guidance above.

(5) Examine the impact on Theater logistics distribution capabilities associated with the design of organic logistics capability in the 3rd ID, Stryker Brigade Combat Team, and modular brigades.

(6) Evaluate the concept of creating a floating repair and supply capability afloat and the potential benefits of having such a capability.

b. Evaluate the proposed Deployment Distribution Operations Center (DDOC) Concept.

(1) Transportation Command (TRANSCOM) and Army Materiel Command (AMC) in coordination with CENTCOM have deployed a CENTCOM Deployment Distribution Operations Center (CDDOC) to support OIF. Examine the role for, the limitations of, and the metrics that could be used in performing the functions by the proposed CDDOC organization. Perform a review of CDDOC and Distribution Management Centers to identify overlaps and gaps in end-to-end distribution management, including visibility.

(2) Assess alternative Joint organizational structures that could be fielded to provide End-to-End distribution within a Combatant Command (COCOM) AOR. The resulting organization must have the structure, capabilities, and oversight to synchronize distribution processes impacting both force and materiel movements in overseas Theaters.

(3) Provide recommendations regarding the quantity, employment and the relation between the DDOC and other distribution management organizations to ensure this capability is provided. Recommend whether the CDDOC should be a permanent or temporary Theater capability.

c. Asset In Transit Visibility (ITV) and Management to include Automated Information Technology (AIT) Systems

(1) Survey AIT/ITV experts in the Army and Joint communities, preferably with recent experience in Operation Enduring Freedom (OEF) and OIF, and determine the problems associated with visibility of logistics assets in Theater including actions initiated in Theater to provide visibility to retrograde materiel.

(2) Survey technologies in use or development by the civilian and military sectors for application in the military environment. The goal is that the military's future asset tracking be a commercial technology that can be continually upgraded and improved as technology evolves under the rigors of the commercial market. This assessment should include the necessary writers, readers, communications and management software/processes associated with transit visibility.

(3) Assess the costs, challenges, operational (including logistical) impacts, and benefits of fielding these solutions to our forces in Theater in order to provide recommendations for Rapid Fielding Initiative (RFI), Advanced Concept and Technology Demonstrations (ACTD), Rapid Acquisition Programs (RAP), Non-developmental Items (NDI) or commercial-off-the-shelf procurements.

d. Production, Storage, Transport, and Chilling of Water on the Battlefield.

(1) During OIF, water was provided in bulk, produced by our Reverse Osmosis Water Purification Units, and in bottles procured commercially. Issues exist regarding production using large capacity ROWPU units, distribution of bulk water, distribution of bottled water, and provision of cool water.

(2) Assess current technologies for the production of pure water given that the sources of water may be small in size and scattered across a large area. Use experiences in OIF as the example.

(3) Assess current technologies in bottling, storing, transporting and chilling water; particularly in a container smaller than the current Semi-trailer Mounted Fabric Tank. Consider the resources required to distribute water.

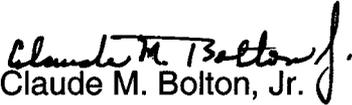
(4) Provide recommendations for RFI, ACTD, RAP or NDI/COTS procurements.

Study Sponsorship: Assistant Secretary of the Army (Acquisition, Logistics and Technology), Deputy Chief of Staff, G-4 and AMC will be the primary sponsors. Contact these organizations to obtain study support.

Study Duration: Complete and report out study results in July 2004. Provide interim progress report in May 2004.

Special Provisions: Conduct the study within the provisions of Public Law 92-463 (Federal Advisory Committee Act) and appropriate Department of Defense and Army Regulations. It is not anticipated that this inquiry will go into any of the "particular matters" within the meaning of Section 208, Title 18 of the United States Code.

Sincerely,


Claude M. Bolton, Jr.
Assistant Secretary of the Army
(Acquisition, Logistics and Technology)