Vol. II No. 1 21 November 1997

NUTS & BOLTS

THE ISM AND SSF PROGRAMS

What's *Nuts & Bolts?*

NUTS & BOLTS is an unofficial multi-MACOM publication about the **Integrated Sustainment Maintenance (ISM)** and **Single Stock Fund (SSF)** programs. Its purpose is to enhance awareness of on-going activities in these two major logistics business process improvements.
(*Local duplication of this publication is authorized*).

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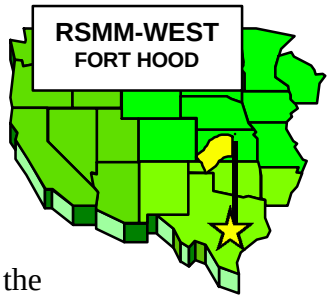
West Region Update

West Region RSMM Office
CPT Brent Bolander

The West Regional Sustainment Maintenance Management (RSMM) Office held its tenth Production, Planning & Control (PP&C X) Conference in Austin, Texas, on 5-7 August 1997. Representatives were present from HQ FORSCOM (G-4), HQ AMC, HQ TRADOC, the National Guard Bureau (NGB), U.S. Army Reserve Command (USARC), DA ODCSLOG, CASCOM, the NSMM office, the West Region RSMM office, and Local Sustainment Maintenance Management (LSMM) Offices.



A meeting was held on 5 August 1997 for the LSMM/RSMM. During this meeting, topics covered were: QDR Process for a DLR; Realignment of the Transportation Processing Standard; MTTR Standard and Army initiative to reduce Repair Cycle Time; and MTTR and transportation effect on SSA ROs. The PP&C followed this meeting. The following topics were discussed: COE Regional Participation, to include Returns Compared to Projected Requirements, Non-COE Production (missed opportunities), and Washouts versus Wholesale Buys; Regional Production Performance, by LSMM, to include line-stoppers, Transportation Processing, Guaranteed Traffic Briefing by MTMC and Unserviceable Lag Time (RX turn-in by units); National Work Issues, to include Expansion of AMC MSC participation, Automated tracking process of national work, Publication of National Bids, and Warranty Program.

The West Region COE list now includes 277 lines, *an 18% increase from the previous COE list of 234 lines!* There were 18 deletions from the previous list due to no/low unserviceable returns or high washout rates. After applying the ISM BPM screening criteria, a total of 70 new candidate lines and 35 re-bid lines were sent to the LSMMs for bids. Of the re-bid lines, 13 were re-bid

(See ***West Region Update*** on page 3)

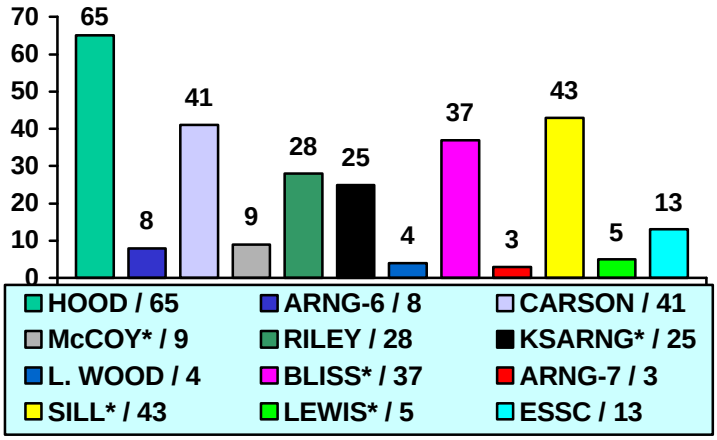
Sound Attention!

This issue's highlights...

- ISM COE lines expand in the West Region by 18%! See the cover story ***West Region Update.***
- The ISM Corporate Board held its last meeting in October and wrestled with a number of ISM issues. See ***ISM Corporate Board Meets.***
- The East RSMM Office held its fifth PP&C Conference. The details are highlighted in ***East Region Update.*** This article is followed by ***USAREUR TSMM PP&C II***, that updates activities in the newest ISM participant.
- ***Level of Repair Analysis*** highlights this useful analytical tool.
- The National Sustainment Maintenance Management Office provides a series of articles in ***News From the NSMM*** that cover some significant actions in the ISM community including support to the Army War Reserve Support Command and Contingency Operations.
- The articles, ***ISM Institutionalization*** and ***The Marketing of ISM***, discuss the efforts to add ISM to the Army "vernacular".
- ISM continues its expansion to OCONUS with implementation in EUSA scheduled to begin later this fiscal year. See the story ***ISM Expands to the Far East.***
- For the latest information on the SSF program, see ***Army Audit Agency Consulting Review***.
- In ***LIDB: Solving the Logistics Information Puzzle,*** LOGSA looks to making access to its DataBases more "user-friendly".
- Rounding out this issue are updates from OCAR and LOGSA PSCC.

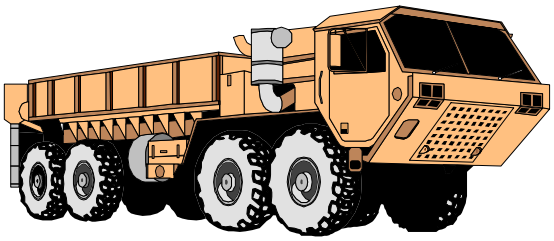
(***West Region Update*** from first page)

IAW the two-year re-bid criteria. The remaining 22 lines were re-bid because the COEs' average MTTR, average cost to repair or washout rate exceeded the set standard. Of these 105 new and re-bid lines sent out for bid, initial bids were not received on 10 lines (non-responsive lines). These non-responsive lines were re-sent and received bids back on 7 lines. Overall, of 105 bids sent out, the RSMM received bids on 102 lines for a 98% return rate. However, five lines were deleted since the bid price exceeded the buy price. (*See bid details in the table below*).



The distribution of PP&C X COE lines is depicted on the line-chart. Of the current 277 COE lines, five are split (shown with asterisks) and one aviation line is being repaired by the East Region and is not shown on the chart. Review of the 105 new and re-bid lines during the PP&C went relatively well and production for these lines began on 1 October 1997.The next West Region PP&C is tentatively scheduled for 2-6 February 1998 at FT. Carson, Colorado. The next VTC is tentatively scheduled for November 1997. POC is CPT Brent Bolander at COM (254) 288-6977/3836 or DSN 738-6977/3836. ❑

COE	New Bids	Re-bids	N/R Bids	Total Bids	Bids Won	Percent Won	Sole Bids	Prior COE
AREA 6	9	11	0	20	1	5%	1	1
AREA 7	14	4	0	18	3	17%	0	0
BLISS	27	17	0	44	12	27%	2	2
CARSON	19	8	5	32	16	50%	3	0
ESSC	20	0	0	20	13	68%	8	0
FLW	5	4	0	9	4	44%	0	0
HOOD	12	18	0	30	15	50%	6	14
KSARNG	18	10	0	28	9	36%	1	2
LEWIS	1	3	2	6	2	33%	0	0
McCOY	19	13	0	32	9	28%	0	0
RILEY	19	11	0	30	7	23%	1	1
SILL	16	3	0	19	7	32%	2	1



News From The National Sustainment Maintenance Management Office

NATIONAL SUSTAINMENT MAINTENANCE MANAGEMENT AND LOGISTICS POWER PROJECTION

A key National Sustainment Maintenance Management (NSMM) office initiative involves establishing a "bridge" for sustainment maintenance (SM) capabilities in support of the AMC Logistics Support Element (LSE) Commander during contingency operations. Under current plans, the NSMM has a cell within the LSE structure. With ISM management as an active player in LSE support planning, the LSE Commander will have greater options in providing sustainment maintenance support to the Theater Support Command (TSC).

This bridge of capabilities will provide the LSE several sustainment maintenance (SM) support options. One option involves the ability to bring forward the sustainment base to the theater. The second involves the ability to manage and plan for the evacuation of unserviceable reparables to out of the theater repair sites (COEs) and return through the supply system. Because of ISM's visibility of COE capability, capacity and available resources through the Executive Management Information System (EMIS), the logistics hurdles of the past have been bridged through this new business process of the Army.

Historically, the Army has relied on the practice of pushing required repair capability and capacity forward which competed with other requirements for limited transportation assets. In today's Power Projection Logistics, the required in-theater capability will be weighed against ISM COE capabilities and capacities worldwide. Traditional bulk-support scenarios will give way to "Lean and Tailored" support concepts.

As the LSE/ISM relationship matures, the ISM management structure will be ready to support the LSE planners in formulating a bridge of technical support "modules" that will be drawn from a variety of Army-wide SM resources. This ISM "bridge" will consist of capabilities provided by General Support Maintenance Units* (Guard and Reserve), Installation DOLs, AMC Depots, and Contractors. These capabilities, which represent the ability to "repair to service", will be ready to assist the deployed force through their participation in the ISM process. Visibility of these resources allows the NSMM cell to advise the LSE and TSC commanders in regard to the "call forward" of a given SM capability. In the event a major regional conflict or contingency requires the deployment of a CONUS-based Division, facilities providing these deployed units day to day support, will be analyzed for their ability to also perform SM support to the entire Theater. This same visibility will enhance the LSE and TSC post-deployment and retrograde operations as well.

We clearly expect the NSMM forward operations module/cell within the LSE to play a key role in securing adequate sustainment maintenance capabilities to meet the needs of the TSC/CINC today, under Force XXI and the Army After Next! ❑

Editor's Note: See related article, **National Guard and Army Reserve Join the ISM Team, in "Nuts & Bolts" Vol 1, No 5, 21 March 1997.*

(**News From the NSMM** continues on the next page)

Army War Reserve Support Command

Contributed By Del Tucker, CEB-AF, Charleston, SC and John Faust, NSMM, RIA, IL

The US Army War Reserve Support Command (AWRSC) recently requested the National Sustainment Maintenance Manager (NSMM) to develop a process within the ISM program to support the AWRSC's Worldwide TM 10/20 Maintenance Program. The first step was to establish the Combat Equipment Base-Afloat (CEB-AF) at Goose Creek, SC as a customer within the ISM program. The CEB-AF has a unique mission to off-load Army Pre-positioned Stock Afloat (APS-3) from ships and perform maintenance to TM 10/20 standards. All equipment must be returned to a fully mission capable (FMC) posture and reloaded on the ships within a 90 day period that the ships are in port. Repair cycle turn-around times are extremely critical to the CEB-AF. In the past, when reparables cannot be returned to the CEB-AF to bring the end item to FMC status within this time frame, a new reparable is purchased from the wholesale system. Obviously, there is a great opportunity to reduce the cost of maintaining the APS-3 equipment by repairing more and buying less. Additionally, it would reduce the accumulation of unserviceable reparables by the CEB-AF -- exactly what the ISM concept was designed to do.

During October, the NSMM Office and the AWRSC/CEB-AF jointly developed and tested procedures using ISM business processes and repair facilities (COE) to rapidly repair and return unserviceable reparables. Six reparable items were selected by the CEB-AF, for the test. The results are shown below:

NATIONAL STOCK NUMBER	ITEM & APPLICATION	SOURCE OF REPAIR	SHIP DATE[1]	RECV DATE[2]	TAT[3] DAYS
2815-01-111-2262	Engine /5-ton truck	Ft. Campbell	9 Sept	23 Sept	15
2815-01-214-8820	Engine /2.5-ton truck	Ft. Bragg	4 Sept	11 Sept	8
2815-00-124-5387	Engine /Recov vehc	Ft. Stewart	5 Sept	17 Sept	13
2520-01-117-3010	Transm /5-ton truck	Ft. Bragg	4 Sept	11 Sept	8
2520-01-120-2169	Transm /APC	Ft. Stewart	5 Sept	17 Sept	13
2520-01-161-2136	Transm /HMMWV	Ft. Bragg	4 Sept	11 Sept	8

[1]From CEB-AF / [2]At CEB-AF / [3]Turn-Around Time

The average repair turn around time or mean time to repair (MTTR) was two days and the remainder of the total turn around time (TAT) attributed to transportation times. The AMDF purchase price for the six items ($164,446) as compared to the combined cost of repair ($21,164) and transportation yielded a cost avoidance of $143,282.

FUTURE ACTIONS: Procedures need to be worked out by the CEB-AF on work-ordering the unserviceables to the appropriate maintenance activity via the RSMM or NSMM offices. Procedures being reviewed by the CEB-AF include modification of a maintenance module in their supporting Standard Depot System (SDS), and changing their support contractor's procedures to comply with standard ISM maintenance reporting practices. Additionally, funding to support anticipated repair at the ISM COEs must be worked out.

BOTTOM LINE: The ISM test was more than just successful; the technicians at the three COEs were anxious to do, in their words "real world work". The COEs were enthusiastic and totally

(see ***AWRSC*** next page)

(***AWRSC*** from previous page)

responsive to the needs of the APS-3 program. The rapid turn-around time resulted in a virtual "direct exchange" capability increasing the availability of serviceable reparables to the CEB-AF in order to return and upload pre-positioned items to the ships in advanced of their sailing dates. This type of "can do" response by the supporting LSMMs, RSMM and NSMM is a significant contribution to the APS-3 program.

The current objective is to continue to work with the AWRSC to extend this effort globally. The APS-3 is only one of many AWRSC missions around the world. CEB-AF and APS-3 was the "test base" for application of ISM in support of the Army Pre-positioned Stock maintenance program and will be used as a template to integrate the total Army War Reserve mission into the ISM community worldwide. While there are still hurdles to overcome, the NSMM welcomes the opportunity to serve in this very worthy mission.

As both ISM and AWRSC grow and mature in their roles as Army force multipliers, the ISM management structure sees a number of efficiencies to be gained through partnering for progress. ISM provides a viable option when making maintenance and logistics decisions. ❑

Editor's Note: More information on the AWRSC is available at their HomePage at RIA, IL. at: ***www.ioc.army.mil/warreserve****.*

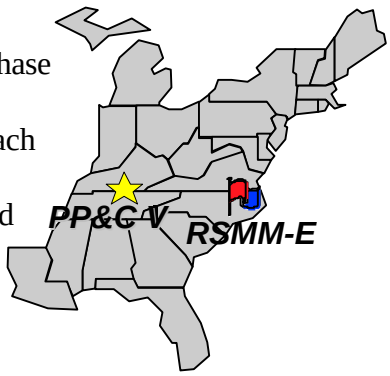
NSMM Office Areas of Responsibility

AREA	NAME	E-MAIL	PHONE
Acting Director	Mr. Ray Youngman	*Roungma@*	0502
Maintenance Contract DataBase, Standard ISM SOWs/CDRLs	Mr. Dick Hawotte	*Dhawotte@*	4350
Deliberate Planning/Capacity & Workload Planning	Mr. Doug Watters	*Dwatters@*	6158
National Workload/Line Stoppers	Ms. Charlene Neal	*Cneal@*	7748
QA/Warranty	Mr. Harold Goodmon	*Hgoodmon@*	3576
BPM/Training	Mr. Tim Bucklaw	*Tbucklaw@*	3896
Budget/Personel/APS/AWR	Mr. John Faust	*Jfaust@*	1728
Staff Support/Admin	Ms. Sharon Baxter	*Sbaxter@*	2495
Staff Support/EMIS/SRA DataBase	Ms. Doreen Hansen	*Dhansen@*	5618
ARNG Liaison	Vacant		
USAR Liaison	Mr. Rick Frizzell	*frizzellr@*	2206
Contractor Support	Mr. Steve Etzel	*etzels@*	4629
Commercial: (309) 782-XXXX	DSN: 793-XXXX	*@ria-emh2.army.mil*	FAX: 4212

EAST REGION UPDATE

East RSMM-Office
MAJ Boyce Stephens

The fifth Planning, Production and Control (PP&C V) conference was held at Clarksville, Tennessee on 19-21 August 1997 and hosted by the Fort Campbell DOL. The PP&C was conducted in two phases; informal and formal. The informal phase was on 19 August. Representatives from each ISM participating installation, LSMMs and their analysts, the RSMM team, and representatives from each MACOM were in attendance. Each LSMM presented a detailed semi-annual performance report. The RSMM/LSMM meeting concluded with discussions of regional issues which were documented for presentation to the Corporate Board and/or to the BPM Working Group for resolution. The meeting was extremely productive and a sense of unity and cooperation was prevalent throughout.



The formal portion of the PP&C was conducted 20-21 August. All participants from the previous day were present to include representatives from DA ODCSLOG, AMC, MTMC, CASCOM, National Guard Bureau, NSMM, FEDEX, INNOLOG and MPRI. The first day consisted of presentations by the representatives regarding current and future applications of ISM or new emerging technologies intended to be integrated into the ISM processes to exploit its potential and benefits. The last day consisted of an executive recap of the semi-annual regional performance, cost savings and cost avoidance data, a detailed review of the bid summary, and finally, the award presentation and associated annual production quotas.

Prior to PP&C V, the East region had 184 ISM lines. In accordance with the BPM, all lines in the program for two years will be rebid to afford competing installations the opportunity to bid those lines. This process facilitates leveling of the playing field for new installations joining the region, spurs competition and lastly, facilitates the process efficiency and optimization of cost savings. As a result of PP&C V, 70 lines were awarded, 24 lines are new, 40 lines were rebid from PP&IV. The region now has 155 COE lines.

PP&C V SUMMARY
184 Lines at PP&C IV
19 Lines deleted due to no requirements
80 Lines Mandatory rebid lines
70 Lines awarded at PP&C V
155 COE Lines

The ISM program is a demonstrated success in the East Region. Since it began in October 1995, the program has met projected cost savings and cost avoidance through 3rd Quarter FY 97. Assuming that the annual projected quotas can be achieved (dependent on availability of unserviceable returns), projections for cost savings and cost avoidance for FY 98 will be met as well. As the region continues to expand both in Centers of Excellence and profitable lines of repair, even greater savings may be achieved. ❑

USAREUR TSMM PP&C II

Contributed by Jerry O'Hara
TSMM (21st TAACOM)

USAREUR held its second PP&C, 29 September 1997 to 3 October 1997, at the Theater Sustainment Maintenance Manager (TSMM) office in Kaiserslautern, Germany. The USAREUR PP&C II dealt with identifying and reviewing the workload programs of their COEs and to critically analyze the cost benefits of each line that is ordered and repaired within the theater.

(See ***TSMM PP&C*** next page)

(***TSMM PP&C*** from previous page)

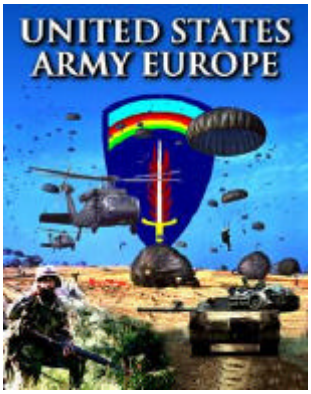
USAREUR ISM Production Process: During the week long PP&C, the TSMM met with each COE to review requirements and production program awards. The automated system with which the managers reviewed each production line is called the Theater Maintenance Program (TMP) (developed by CPT Jim Bosse). The PC-based application was developed specifically for USAREUR prior to the EMIS fielding. The TMP is a very efficient tool and resembles EMIS in some ways and differs in others*. The TMP program currently develops a recommended program based on SARSS-O data. The TSMM compares the TMP recommendation, Central Demand Data Base (CDDB) line data (actual sales from the previous FY data, and requisitions passed to wholesale based on previous FY data) and compares the number of demands in the CDDB against the actual demands in SARSS-O over a twelve-month period. The program provides an in-depth analysis for the number of demands within the theater and compares it with the repair costs, versus the cost to purchase the item from the wholesale system. If the analysis shows that the repair cost is lower than the wholesale purchase price then the line is considered as an ISM candidate. *(*Editor's Note: Useful TMP features will be integrated into EMIS).*

One difference between CONUS and USAREUR, as it pertains to awarding a line, is the phased implementation of ISM lines to full production. The PP&C reviews each line through an intense process that validates both the supply and maintenance cost benefit factors. A typical ISM line will go through three phases before it becomes a "Program Core Line Award". The three phases of the TSMM Production Process include; *Starter Lines, Pilot Lines* & *Program Core Lines*.

Starter Lines: The TMP prints out an IPR bid sheet that resembles the ISM CONUS bid sheets. Each demand goes through a TMP analysis process to determine if it would be cost beneficial to begin looking at an item as a candidate for the TSMM program. If the cost to repair an item is less than the net purchase price to buy the item, then the managers at the PP&C will decide whether to make the item a "Starter Line" based on past demand history. The demand history criteria is 6 demands per year for ground items, 3 for Missile, COMMEL, and Aviation. If the item is designated as a Starter Line, the theater manager will adjust the theater Retention Level (RL) to a level to preclude demands going to wholesale. In addition to adjusting the RL, all unserviceable items turned-in within theater will be held at a central site until enough assets are on hand to move the item into production.

Pilot Lines: After unservicables are postured for a Starter Line, the original bid is re-validated by the completion of an assigned number of workorders in the "Pilot Line phase". If the line still passes cost avoidance the, demands in theater are recalculated to provide the number required for the remainder of the repair period fiscal year and the line is bumped up to "Program Line" status.

Program Core Lines: The Program Core Lines are those lines that have been previously awarded as Pilot Lines and have met full theater requirements. These lines are those which continue to meet the expected demands within the theater and the cost to repair is less than the net purchase price from wholesale. Program Core Lines go into full production and their repair levels are adjusted as needed at each PP&C. Core Lines are program lines which are components of end items which will be in service in the theater for the next 3-5 years.



This marks the first report since the recent implementation of ISM in Europe. While the European Command has been executing centrally managed theater maintenance for some time now, the ISM business process and structure has certainly enhanced the management process. We look forward to using this forum to share good news stories and seeing how others in ISM conduct business. ❑

U.S. ARMY RESERVE

Dateline: Office of the Chief, Army Reserve (OCAR)

The following is an update to the USAR's participation in the ISM and SSF programs.

The fielding of ISM within the USAR is on schedule. Ft. McCoy (Western Region) is operational as a LSMM and successfully bid eight COE lines at Planning, Production and Control (PP&C) X with production of COE lines starting in October. (*See related article on page 1*). Ft. Dix (Eastern Region) was cost mapped the second week in October and anticipates bidding in the future COE process. The new POC for the Ft. Dix LSMM is Mr. Bob Cole (DSN 944-3151 or 609-562-3151). The projected hire for the LSMM will be in December. The fielding of SARSS and SAMS-ITDA to Ft. Dix has been rescheduled to the fourth quarter FY 98.

"TWICE THE CITIZEN"

USAR Associate Maintenance Activity (AMA) site evaluations were conducted in July and August 1997 for both East and West Regions by a team comprised of OCAR and USARC staff. Site selection and implementation of USAR AMAs is now scheduled for last quarter FY 98 and first quarter FY 99.

Fielding of EMIS to the MACOM ISM Cell at USARC (Ft. McPherson, GA) is scheduled for December 1997. Ft. Dix EMIS fielding has been rescheduled for March 1998. The slippage of the implementations will have no significant impact upon the USAR ISM Program.

We welcome the USAR ISM Training Coordinator, Mr. Richard Frizzell, who reported on 1 October 1997 to the NSMM at Rock Island Arsenal. Richard comes to the ISM training program with several years training and logistics experience in both the Army National Guard and Army Reserves. He will have primary focus to promote, support and coordinate USAR sustainment maintenance training for Reserve General Support Maintenance Units (GSMU).

And, in Single Stock Fund:

OCAR participated in the ODCSLOG Single Stock Fund (SSF) Business Process Reengineering Task Force in July 96. The Task Force developed two options for an alternative approach. The Chief, Army Reserve was briefed in August 97 by Task Force leaders. The primary concerns were the length of time to accomplish and inclusion of the National Guard.

Point of contact at OCAR for ISM is Mr. Herb Maheu, DSN 426-6246 or (703) 696-6246 and for SSF is Mr. David Pupo, DSN 426-5109 or (703) 696-5109. ❑

Editor's Note: Implementation of ISM is not only occurring across the MACOMs in the field, but it is being incorporated within Army doctrine and policy. The next two articles reflect this significant institutionalization of the ISM business process…

The following is an excerpt from:

A Statement on the Posture of the United States Army Fiscal Year 1998

by

The Honorable Togo D. West, Jr.

and

General Dennis J. Reimer

Presented to the Committees and Subcommittees of the UNITED STATES SENATE and the HOUSE OF REPRESENTATIVES FIRST SESSION, 105TH CONGRESS, *February 1997*

Chapter 3. Resources

Resource levels affect virtually every aspect of the Army -- the number of quality people serving, the

(See ***Statement*** next page)

(***Statement*** from previous page)

amount of training they receive, the maintenance of equipment and infrastructure, and the pace of modernization. The Army is making the most effective use of available resources and has succeeded thus far in remaining trained and ready. Financial stewardship is emphasized at every level; constrained resources must be used efficiently to ensure that America's Army retains the quality, capabilities, and size to deter potential adversaries and meet operational commitments.

Efficiencies in Logistics

The Army continues to search for additional ways to reduce costs in the area of logistics. The future Army will leverage advances in digital information technologies to gain a quantum leap in efficiency. Several promising new initiatives that will increase savings through inventory, demand, and cost reductions are being examined. Meanwhile, several programs instituted over the past several years are already producing benefits.

Total Asset Visibility (TAV) will enable the Army to continuously track the flow of equipment and supplies. TAV, currently being used in Bosnia and Europe, tracks on-hand inventory in depots, contractor facilities, and units, and as it is moved between various locations. This capability is continually being expanded to cover more units and items and to connect with emerging Defense Department systems. TAV will allow the Army to get the right item to the right location at the right time, to redistribute assets to meet needs, to divert in-transit assets when required, and to avoid buying and repairing unnecessary items. Total Asset Visibility will allow managers to conserve scarce resources, provide stewardship of Army assets, and improve command and control decisions.

Integrated Sustainment Maintenance streamlines maintenance and repair activities by providing regional management of all Army sustainment maintenance work. This integration of efforts ensures the best use of maintenance skills and reduces costs by eliminating redundant repair programs while achieving economies of scale. Integrated Sustainment Maintenance provides a focused logistics effort and permits better workload distribution, resulting in a more efficient use of the Army's total maintenance capability.

The Army is also modernizing its logistics automation in order to better support force projection while increasing savings. Modernized Standard Army Management Information Systems (STAMIS) will replace multiple systems. Most of the new systems will be off-the-shelf commercial systems and will replace current tactical combat computers; some decentralized, automated logistical systems; and manual systems. ❑

(*Editor's Note: The complete text can be found on the ArmyHomePage: http://www.army.mil/aps/*).

AR 750-1, Army Materiel Maintenance Policy & Retail Maintenance Operations

Editor's Note: HQDA is updating AR 750-1 and the following is an extract of the proposed update to Chapter 3, Maintenance Policies and Structure, paragraph 3-10, Integrated Sustainment Maintenance (ISM) (Draft):

"Sustainment maintenance refers to all maintenance above the DS level and includes Active and Reserve Component GS operations, installation Directorate of Logistics (DOL) maintenance activities, nondivisional aviation intermediate maintenance operations, national maintenance points and depots operated by AMC, and civilian and contractor maintenance operations.

a. ISM optimizes all sustainment maintenance

(See ***AR 750-1*** next page)

(***AR 750-1*** from previous page)

capability under a streamlined organization structure featuring:

(1) Centralized management of resources and work loading.

(2) Decentralized execution of maintenance requirements.

(3) An automated management information capability which fully integrates sustainment maintenance management at local, regional, and national levels.

b. The ISM structure includes:

(1) The national sustainment maintenance management (NSMM) office, which has the mission to and integrate procedures to provide optimal sustainment maintenance support to the full spectrum of Army missions.

(2) The regional sustainment maintenance management (RSMM) offices, which have the mission to manage the accomplishment of sustainment maintenance requirements in assigned geographic regions.

(3) The local sustainment maintenance management (LSMM) offices, which have the mission to manage the workload of sustainment maintenance units and activities at the installation/geographic area. MACOMs (including the USAR and ARNG) with operational control of the installations or activities where LSMM offices are to be located will establish them."

In addition to the previous change to AR 750-1, Chapter 4, Maintenance Operations, will have a new section (VI) that outlines the ISM program, its structure and the business process in detail. Once these updates are incorporated, you can get a copy of AR 750-1 by "visiting" the U.S. Army Publishing Agency Home Page at: *www-usappc.hoffman.army.mil*, or thorough pinpoint distribution accounts. ❑

The Marketing of ISM

The ISM portion of the Army Materiel Command HomePage has been up and running since early September 1997. The AMC HomePage can be found at URL: *http://amc.citi.net* and ISM is under the Headquarters ICON, then Deputy Chief of Staff for Logistics and Operations, then Organization Chart and finally, Director for Maintenance Management. However, you can get directly to the ISM HomePage by using the URL: *http://amc.citi.net/dcs_logistics/lg-ism*. User comments for this ISM site are solicited and appreciated.

Other marketing areas have recently been pursued to include an updated tri-fold pamphlet explaining ISM and an ISM Email address to the Implementation Team at AMC. This address is: *TEAMISM@HQAMC.ARMY.MIL*. ISM was also "showcased" at the first Annual DoD Logistics Reform Focus Day, sponsored by the Deputy Under Secretary of Defense, on 2 October 1997 at the Pentagon. The ISM exhibit was visited by members from all the DoD services and received positive feedback.

Another area we would like to investigate is an ISM "logo" like the ones PEO/PMs have for some Weapons Systems such as: the M1 Abrams Family of Vehicles, the MLRS and the Comanche. These logos (shown below) provide program recognition as well as identify materiel associated with the Weapon System.

Your suggestions for an ISM Logo are solicited!

In a related effort, the ISM Program Manager is looking at the marketing and institutionalization of ISM. They have conducted interviews with participants at all levels of the ISM program. They are developing a strategy to help focus ISM implementation and the ISM Business Process in general. Look for more information on this effort in future editions of the "***Nuts & Bolts***".

(See ***Marketing*** next page)

(***Marketing*** from previous page)

Finally, articles from the field relating to ISM in action for the "***Nuts & Bolts***" help spread the word about ISM as an innovative business process. Also, ISM in action photographs are solicited from the LSMMs/COEs for posting to the ISM HomePage, program briefings and future editions of the "***Nuts & Bolts***" ❑

Army Audit Agency Consulting Review Single Stock Fund (SSF)

Implementation of a Single Stock Fund has been recognized as a key part of the Army's on-going effort to increase responsiveness of the logistics system while reducing infrastructure costs. In March 1996, the Army Deputy Chief of Staff for Logistics directed Army Materiel Command (AMC) to take the lead in development of a new variation of a SSF that created a "partnership" between wholesale and retail

This new "partnership" concept represented a significant shift from earlier efforts and brought with it a whole new set of challenges. No longer would there be a clear distinction between wholesale and retail stocks. Army managed stocks would be "owned" by the AWCF-SMA, but accountability split between CCSS and SARSS-O. The challenge was to create a system that would permit "co-management" of AWCF-SMA stock while ensuring sufficient safeguards were available to retain a verifiable audit trail.

To implement this version of SSF, an Inter-MACOM Corporate Board was established to lead the development effort and periodically report to a General Officer Steering Committee (GOSC). Recognizing the complexity of this task, the Corporate Board established Inter-MACOM Work Groups (IMWGs), drawing on the creative talent of soldiers and civilians throughout the Army to design and develop the processes necessary to implement SSF. The IMWGs divided the task into five categories: *Asset Management, Requirements Determination, Financial Management, Systems Integration, and Metrics*; and developed business rules, functional descriptions and the systems changes required to support this new program.

As a result of their effort, a SSF strawman was developed that met the DA DCSLOG's guidance; but required implementation of many new untested procedures, including:

- Maintenance of an audit trail of AWCF-SMA stock managed under both systems.
- Use of retail level regulations for management of wholesale "owned" stock.
- Redefining item manager responsibilities for AWCF-SMA stock maintained in retail level accounts.
- Merging retail and wholesale supply information and the associated financial transactions under this system while ensuring its compliance with Chief, Financial Officer Integrity Act requirements.
- Use of a "non-reimbursable" fund code for moving stock between wholesale and retail accounts.

Based upon the scope of changes and the fundamental shift from current procedures, the Chairman of the GOSC requested a consulting review of the program by the Army Audit Agency (AAA), to ensure compliance with applicable inventory and financial requirements. As with any new program, implementing simultaneous changes in multiple automated systems always carries with it a measure of risk. The purpose of the review is to mitigate that risk, while permitting the maximum flexibility in the developmental process.

The AAA consulting review is currently underway with a three-member team working on-site in HQ AMC. During the course of the review, the AAA team will evaluate the proposed SSF processes developed and provide an assessment of the following four areas:

(See ***SSF/AAA*** next page)

(***SSF/AAA*** from previous page)

Asset/Inventory Management

(1) Physical storage and record keeping ramifications of co-mingling O&M and AWCF-SMA stocks

(2) Wholesale Stock Fund (WSF) versus Retail Stock Fund (RSF) inventory management rules

(3) Responsibility for the forward-positioned AWCF-SMA assets

(4) Assessment of integration of Standard Army Retail Supply System (SARSS) with national requirements objective determination processes

Financial Management

(1) Audit trail between Commodity Command Standard System (CCSS) and SARSS-O financial records (batch update versus file overlay)

(2) Holding of AWCF-SMA assets in O&M accounts pending cash sale, to include assessment of the level of risk in cash outlay; and if O&M and AWCF-SMA assets can be managed/held in the same Stock Record Account (SRA)

(3) Assessment of proposed credit policy against ACWF-SMA solvency

(4) Assessment of financial processes for compliance with Chief, Financial Officer Integrity Act requirements

(5) Assessment of the conversion of funded O&M requisitions into non-reimbursable referrals to AWCF-SMA

(6) "Legality" of units deploying with AWCF-SMA assets

Automation

(1) Management of AWCF-SMA stocks by two automated systems (SARSS and CCSS)

(2) Assessment of integration of peacetime business systems with tactical/operational systems

Program Management

(1) Types/frequency of audits and internal controls required for this hybrid system

(2) Materiel weakness reporting

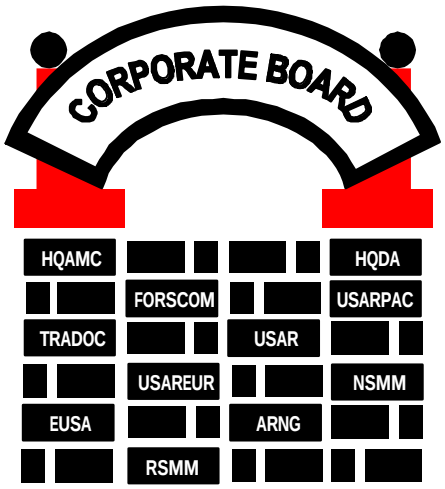
During the course of its work, the team will meet with selected representatives from throughout the Army (to include MACOMs) to ensure a full assessment of these areas from both the wholesale and retail perspective. This effort should provide the Army valuable information for future development of SSF to meet logistics goals of the soldier and fulfill legal/regulatory obligations.

Recently, the DA DCSLOG chartered a business process re-engineering task force to re-look the SSF initiative. This effort, while exploring different SSF alternatives in both breadth and scope, faced these same issues. In that context, regardless of the direction SSF takes, the results of this consulting review will provide a valuable resource to ensure the Army develops the best possible system. ❑

See back issues of the "Nuts & Bolts" for more information on the Single Stock Fund Program, or contact the Program Manager at DSN 767-9167, Comm (703) 617-9167.

ISM CORPORATE BOARD MEETS

The ISM Corporate Board met on 21-22 October 1997 at the ARNG Readiness Center (Arlington Hall) Arlington, Virginia and was hosted by the ARNG. Mr. Giora Pelled, ISM Program Manager, welcomed the standing board members, non-voting members and other participants. Numerous briefings were conducted which provided updates to past issues, status of ISM related activities and information for Corporate Board decision.



In the day-and-a-half session, the Board:

- Reviewed issues from the previous Corporate Board (see memorandum, AMCLG-M, 5 June 1997, Subject: Integrated Sustainment Maintenance Corporate Board, for specific issues).
- Revalidated the charter of the Supply and Maintenance Decision Support Tools Interface IMWG, chaired by FORSCOM. Directed they continue to focus on short-term solutions, develop a regional RO concept and finalize the performance metrics.
- Approved the FY98 fieldings and agreed to move up the fielding of EUSA to 2nd/3rd Qtr 98 due to their decrements being taken in FY99. One East and one West AVCRAD will be delayed to accommodate accelerated EUSA fielding.
- Directed the preparation of an issue paper concerning MACOM installations' communication "firewalls" and the impact on data transfer to the Executive Management Information System (EMIS) regional server to be forwarded to the appropriate agency for action.
- Directed a Corporate Board position be developed in regard to Reduced Price Initiative (RPI) in response to concerns expressed at the repair of items in long supply.
- Approved a number of ISM Business Process Manual changes and directed the continued staffing of open issues.
- Directed FORSCOM to develop an exception to policy letter for approval of an interim solution to adding non-demand supported COE lines and establishing the RO and RL.
- Requested that the ASA-FM designate a representative within the Army FM community to participate as a non-voting member of the Corporate Board and to advise the Board on related financial issues.
- In addition, the Board tasked eleven additional issues for follow-on action by various Corporate Board members.

The ISM Implementation Team published the minutes of the meeting on 7 November 1997. This comprehensive packet recaps the agenda and contains copies of select briefing charts, a roster of attendees and a summary of the suspense items. To obtain a copy, contact the AMC ISM Implementation Team at DSN 767-3270 or by E-mail: *bkoedding@hqamc.army.mil*. USARC will host the next ISM Corporate Board in Atlanta, GA, 18-19 February 1998. ❑

Level of Repair Analysis

Level Of Repair Analysis (LORA) is an analytical method used to determine the maintenance level at which an item will be replaced, repaired, or discarded. AMC's Logistics Support Activity (LOGSA) serves as proponent for the two standard Army LORA models. These models are described below:

1. System level: Computerized Optimization Model for Predicting and Analyzing Support Structures (COMPASS) is a PC-based computer model designed to assist the analyst in conducting a LORA study. COMPASS was developed to

(*See **LORA** next page*)

(***LORA*** *from previous page*)

replace the two Army approved system level LORA models: Optimum Supply and Maintenance Model (OSAMM) and Logistics Analysis Model (LOGAM). Unlike these two models, COMPASS is PC-based with user-friendly screens to assist the analyst in building the data file and executing the model.

2. Item level: COMPASS Lone Item Evaluator (COMPASS LITE), which supersedes AIRLAM (Army Item Repair Level Analysis Model) is a program designed to perform a LORA on such items as Line Replaceable Unit or Shop Replaceable Unit. The analysis will estimate the cost to repair or discard an item at each maintenance level (organization, direct support, general support, and depot). It also has the capability to determine costs associated with repairing an item at a contractor's facility. The program allows a user to select the specific maintenance level(s) (including contractor) to be included in the analysis.

These models supersede the models listed in AMC-R 700-27 and are applicable throughout the life cycle. The models can be applied to developmental, non-developmental, materiel change, or product improvement programs.

For more information on these models contact the Army LORA Support Office at DSN 645-9835/ 9035/9868/9838 or Commercial (205) 955-XXXX. The E-mail address is: *ngiordan@logsa.army.mil* and mailing address follows: COMMANDER LOGSA, ATTN: AMXLS-ALA, Bldg. 5307, Redstone Arsenal, AL 35898-7466. There is also additional information at the LOGSA Acquisition Logistics Center website at: *http://www.logpars.army.mil/alc/*. ❑

☞ PM Paladin HomePage

This Home Page, sponsored by the Product Manager Paladin/Field Artillery Ammunition Support Vehicle (PM Paladin/FAASV) is at: *http://www.pica.army.mil/orgs/paladin* and whose mission is to produce and field the 155 mm M109A6 self-propelled howitzer, Paladin, and the associated FAASV with the highest quality product of a world-class manufacturing operation, to meet the requirements of the U.S. Army Soldier.

The M109 Family of Vehicles (FOV) **Fleet Management Pilot Program** at: *http://www.pica.army.mil/orgs/paladin/fleet* has the goal of making revolutionary changes to the army logistics system to achieve engineering and logistical improvements that result in reduced operational and support cost along with enhanced performance of the weapon system. The general scheme to achieving this goal is to integrate better business practices and a fleet management approach to a major weapon system by outsourcing functions related with the logistics support of the system. The Pilot Program was developed by PM Paladin/FAASV in response to the "Modernization Through Spares" initiative jointly directed by the Army Acquisition Executive and the Commanding General, Army Materiel Command; the Commission on Roles and Missions (CORM) recommendations for outsourcing and privatization; the BRAC 95 action that realigns the mission for Letterkenny Army Depot (LEAD); and DoD guidance "to maximize the use of contractor provided, long-term, total life cycle logistics support that combines depot level maintenance along with wholesale and selected retail material management functions". ❑

Editor's Note: The Fleet Management Pilot Program is being monitored by the ISM Corporate Board to insure these two business processes compliment each other.

Packaging Correspondence Courses

Packaging training is available from the U.S. Army Ordnance Center and School, School of Military Packaging Technology (SMPT), Aberdeen Proving Ground, Maryland, DSN 298-4451 or (410) 278-4451, Internet web site is: *http://smpt.apg.army.mil.* Basic and advanced training to enhance packaging skills is available thorough resident, correspondence, or on-site courses. SMPT will develop and provide on-site packaging instruction tailored to the specific requirements or needs of an activity or installation. Each year several SMPT courses are provided for customers over the DoD satellite educational network. Prior to FY 97, SMPT directly offered a number of packaging correspondence courses. However, due to DoD downsizing and military learning institution consolidations, packaging correspondence course management has been assumed by the Army Institute for Professional Development (AIPD), U.S. Army Training Support Center, Fort Eustis, VA. AIPD began offering these courses 1 October 1997. Individuals seeking information on course availability should contact, AIPD, "Team B", DSN 929-5715/2079 or Comm (757) 878-5715/2079. A description of packaging correspondence courses can be found in DA PAM 351-20, Army Correspondence Course Program Catalog.

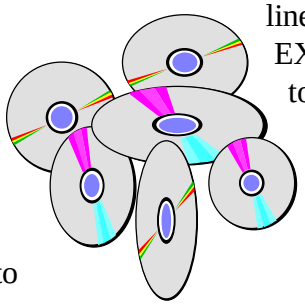
Correspondence course titles and course numbers are in the table below (for AIPD registration you must use new course and sub-course numbers).

POC: LOGSA PSCC, Pete Koontz, DSN 795-6587 or (717) 895-6587. ❑

TITLE	OLD #	NEW #	SUBCOURSE #
Defense Preservation and Intermediate Protection	8B-F1 (COR)	908F10	PT1000
Defense Packing and Utilization	8B-F2 (COR)	908F20	PT2000
Defense Packaging Data System (MIL-STD-2073)	SMPT-4 (COR)	908F40	PT4000
Packaging and Handling of Electrostatic Discharge (ESD) Sensitive Items	SMPT-6 (COR)	908F60	PT6000
Defense Basic Preservation and Packing	822-F13 (COR)	908F13	PT1300
Defense Marking for Shipment and Storage	8B-F32 (COR)	908F32	PT3200

Federal Logistics Information - '97

Effective September 1997, the Defense Logistics Services Center (DLSC) has replaced the **ARMYLOG** product with the basic **FED LOG** product (on CD ROM). All the information that was accessible via ARMYLOG is available through basic FED LOG. The transition to FED LOG is made easy and painless through an on-line Tutorial or reading selected topics from an on-line manual. There is also a version of EXTRACT, a specialized program geared toward former ARMYLOG users.



DLSC maintains a FED LOG Customer Support Center at: 1-800-351-4381 or E-Mail: *fedlog@optimus-corp.com.* ❑

LIDB: *Solving the Logistics Information Puzzle*

The Data "Crunch"

The Army tracks detailed information for every major item, system, subsystem, part, component, assembly, and subassembly that is bought, sold, shipped, stored, received, removed, repaired, or destroyed. The Army Materiel Command's Logistics Support Activity (LOGSA) is responsible for integrating the Army's wholesale and retail-level logistics information. Currently, this critical information is housed in numerous data systems comprising some 80 individual databases, across multiple computer platforms, utilizing different database management technologies. In many cases, this makes extracting the precise information that you want a formidable task.

The Information Solution

The Logistics Integrated Data Base (*LIDB*) initiative is LOGSA's strategic plan for bringing all LOGSA databases under one architecture/umbrella. It means that the information that it takes to man, arm, fix, fuel, move, and sustain soldiers and their systems can be had from one central source, with one logon ID and password, and requires that you learn only one software application.

The *LIDB* team will "migrate" the information from independent data systems into one unified, streamlined data system over the next three years. In addition, *LIDB* will develop powerful front-end software tools to access and manipulate data for diagnostic, prognostic, and decision support functions.

The resulting system will screen out redundant data and improve the accuracy of the information base. And thanks to some intelligent data-analysis functions built into the software, the *LIDB* system delivers useful *information* distilled from the vast expanse of stored data. In a relatively short period of time the user has all the pertinent information required for decision support, report generation, or any other information-driven activity.

LIDB in the Field

In May of this year, the *LIDB* team fielded a working prototype of the software system to meet some of the Army's most critical information requirements. More than 60 sites participated, and provided invaluable feedback to the *LIDB* development team. The user responses included requests for many specific new capabilities to be incorporated into future *LIDB* development.

Until the *LIDB* unified data base comes on-line, the proof-of-principle system is available to provide seamless access to all of LOGSA's data sources. The *LIDB* driver software provides navigation, analytical, and report generation tools through a Windows-based GUI system. Users can access information at any force level and time frame of interest, and then traverse the logistics data landscape through any of eleven menu-driven modules.

For example, the *LIDB* Readiness module accesses the Readiness Integrated Data Base (RIDB) and determines whether specific systems are fully mission capable (FMC), or not mission capable due to supply difficulties (NMCS) or due to maintenance problems (NMCM). The user can analyze historical trends or determine the exact NMCS parts that deadline the system.

The Velocity Management (VM) module allows inspection of any specific segments of the logistics pipeline by querying the Logistics Intelligence File (LIF) database. The Item Information module provides cataloging, packaging, and I&S data for everything defined by a National Item Identification Number (NIIN). The Cost Drivers module uses the Central Demands Data Base (CDDB) and the Work Order Logistics File (WOLF) to define maintenance activities in terms of labor costs, parts costs, and total cost. The Retail Demands module shows requisitioned materiel, the Maintenance module produces information on equipment down-time, parts required for repair, and man-hours needed.

The *LIDB* software even provides information *about the information* by listing all units that have

(See ***LIDB*** next page)

(***LIDB*** from previous page)

reported at the time of the request. Finally, a Bulletin Board module provides a forum for questions, recommendations, and user feedback.

The LIDB Spearhead

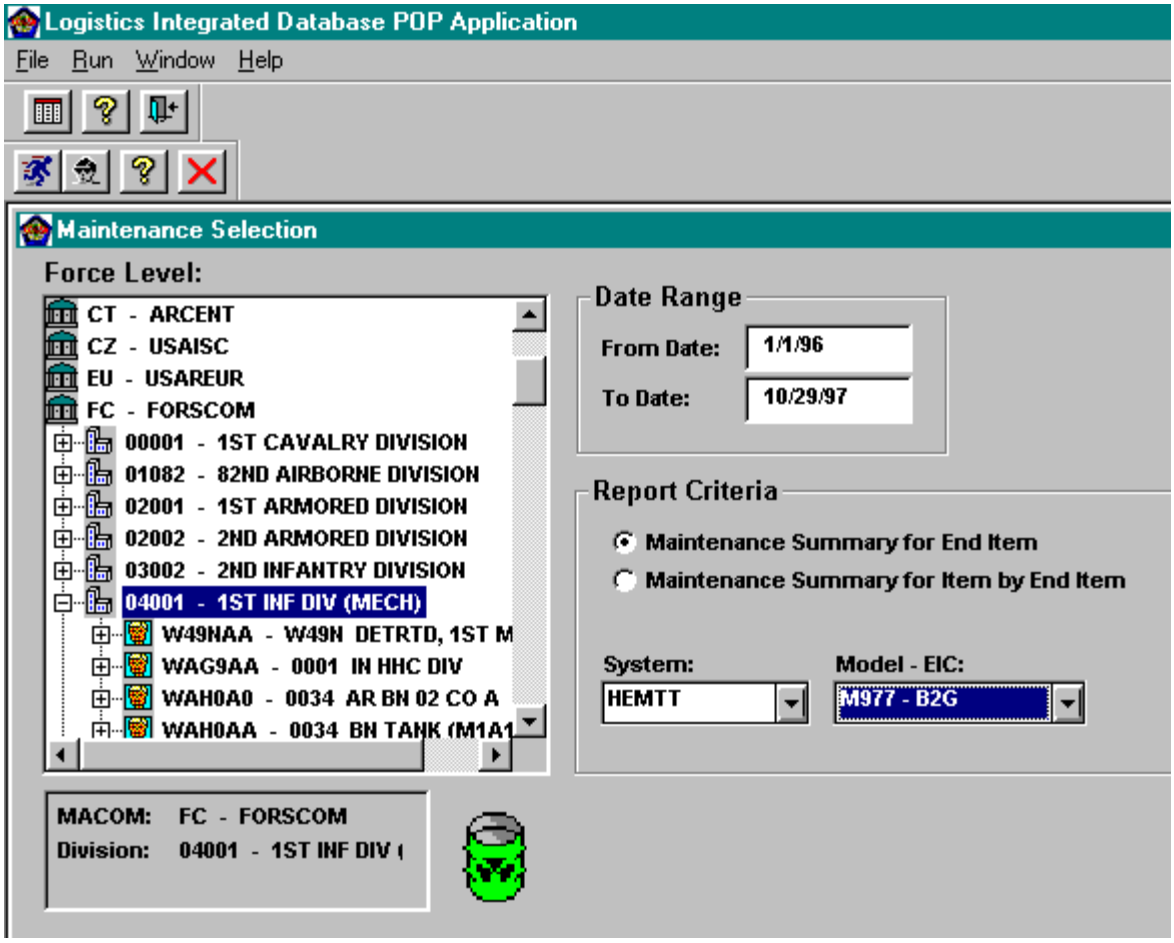
The *LIDB* program now aims at data migration and business process re-engineering for the remaining sixty-six legacy systems. As code improvements and new features are implemented, the *LIDB* software will be released incrementally across Army. First quarter 1998 will see the next phase in *LIDB* - field testing with nearly 300 users. The schedule calls for the unified database to be operational and on-line before the year-end 2000.

The finished *LIDB* product will represent an enabling tool that provides seamless access to reliable logistics data. Built-in data-analysis functions, such as trend analysis and graphics routines, will empower decision-makers. The program's interoperability facilitates reporting by providing "drag-and-drop" capability to popular desktop software such as Microsoft Word, PowerPoint, Access, and Excel.

The *LIDB* initiative is also paving the way for the future Integrated Combat Service Support System (ICS3). The ICS3 has been described as "*the business automation enabler*" for the total Army, and will constitute the Army portion of the Global Combat Support System (GCSS) strategy. The *LIDB* will be the national-level data warehouse component of the ICS3 logistics information system of the twenty-first century.

LOGSA invites your questions and comments regarding *LIDB*. Please contact us via E-mail at: *rjewell@logsa.army.mil*. (LOGSA's Website is at: *http://www.logsa.army.mil*). ❑

SAMPLE SCREEN VIEW FROM LIDB



WORLDWIDE WEB SITES

MACOM	WEB ADDRESS
ARNG – NGB	*www.ngb.dtic.mil*
DoD	*www.dtic.defenselink.mil*
EUSA	*www.korea.army.mil/usfk/eusa/eusa.htm*
FORSCOM	*www.forscom.army.mil*
HQDA	*www.army.mil*
TRADOC	*www-tradoc.army.mil*
USAR	*www.army.mil/usar/*
USAR Readiness Command	*www.readinesscmd.army.mil*
USAREUR	*www.hqusareur.army.mil*
USARPAC	*www.usarpac.army.mil*

ORGANIZATION	WEB ADDRESS
PEO Aviation	*www.peoavn.redstone.army.mil*
PEO C3S	*www.monmouth.army.mil/peoc3s*
PEO for Ground Combat & Support Systems	*www.pica.army.mil/orgs/peogcss*
PEO Tactical Wheeled Vehicles	*www.tacom.army.mil/peo-twv*
PM ILOGS	*ilogs.army.mil*
PM Multiple Launch Rocket System:	*mlrspmo.redstone.army.mil*
PM Soldier	*www-sscom.army.mil/pmsoldier*
PM TACMIS	*peostamis.belvior.army.mil*

The following two articles provide updates to the automation systems that support ISM in the field.

SAMS Re-Host

Dateline: PM SAMS/ICS-3

The Fort Campbell Users Acceptance Test and initial system fielding of the re-hosted SAMS 1&2 software (from TACCS to Pentium computer) was successfully concluded in July 1997. An acceptance MOA was signed by the CSSAMO and FORSCOM customer representative(s) accepting the system and recommending fielding to the rest of the Army. Follow-on fieldings were ongoing simultaneously at Fort Polk, Fort Stewart and Fort Bragg. Three re-hosted SAMS systems have been provided to HQ USAREUR Logistics Division in anticipation of future support in Bosnia. In addition, hardware orders placed for classroom requirements for the Ordnance Center & School, APG and the Quartermaster Center & School, Fort Lee, were delivered in August and October, respectively. All indications suggest that re-hosting SAMS 1&2 to the 586 Windows NT based computer has been technically and operationally successful and our customers are satisfied with the re-hosting effort. ❑

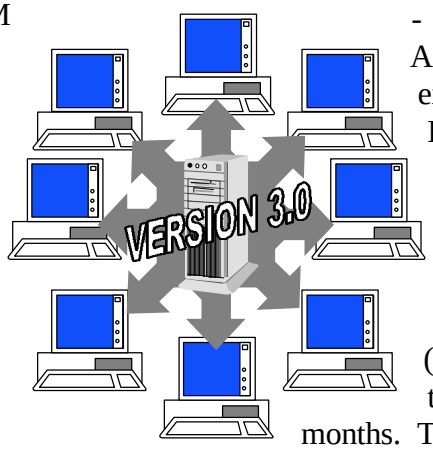
(More information on SAMS Re-host is at http://ilogs.army.mil/sam.htm).

EMIS V3.0 Nearly Complete

All around the "ISM world" UPS® and FedEx® trucks are dropping off boxes laden with computer hardware and software. EMIS (Executive Management Information System) V3.0 components are arriving and being installed. Many current EMIS users have recently completed the first phase of V3.0 training and have returned to their installations. Throughout ISM, CONUS and OCONUS, the excitement is building. What we have been talking about for the last year is finally happening. Version 3 is nearly here!

What's The Big Deal Anyway?

Current EMIS (V2.2) was designed in 1993 to meet the requirements of the original ISM Proof of Principle (PoP). It is a somewhat closed system using an expensive and difficult to install technical architecture. In the summer of 1996, INNOLOG proposed migration from the PoP architecture to a Client/Server environment with increased access and ease of use. The ISM Corporate Board approved in August 1996 EMIS V3.0, an open architecture that permits many additional users and expands on the V2.0 data model.



EMIS V3.0 is a heterogeneous technical architecture which utilizes SUN UNIX processors as data collectors and data repositories at various regional and national locations. Windows NT servers are used at the LSMM, RSMM, NSMM and MACOM sites. EMIS data now resides within an Oracle Relational DataBase which, through Oracle's automated data replication process, maintains consistency of data at all levels. Users may now access EMIS data with standard desktop PCs rather than expensive UNIX "X Terminals".

The custom code generated EMIS tool kit (V2.2) has been replaced with Commercial Off The Shelf (COTS) products from Oracle that provide an expanded level of user capability. The COTS products are the latest available from Oracle and have been structured in the EMIS system to give the user community the same functional and operational tool set provided with the old system. Data browsing, ad hoc query and custom report generation remain the central tools available to the EMIS user.

Expanded and enhanced data is another major area of improvement. A few of the significant changes are:

- Historical reference data has been expanded. Additional cost map data and increased maintenance organizational data (descriptions, man-hours, etc.) are the most beneficial.

- DODAAC (Department of Defense Activity Address Code) data has been expanded. More data is pulled and the DODAAC data table has been expanded to include information such as the full/in the clear name of the organization.

- Central Demands DataBase (CDDB) data table has been increased to include additional historical months. This will facilitate historical analysis.

- Maintenance workorder data is now retained in a table that spans multiple fiscal years. This permits easier analysis of repair history.

- The EMIS supply data structure was modified to better match SARSS (Standard Army Retail Supply System) formats.

In addition, data verification and edit checks were increased in the new system. This will ensure that future EMIS data will be cleaner and users will develop a higher degree of data confidence.

Where are we in the process?

The regional and national UNIX servers are

(See ***EMIS*** next page)

(***EMIS*** from previous page)

installed and functional. The majority of the NT servers have been configured, shipped and installed. The new Client Workstations are approximately 50% shipped. INNOLOG's Regional Systems Administrators (SA) have started the process of establishing individual user accounts on a site-by-site basis within their regional area. The massive data migration activity is complete in the West and very close to completion in the East. An INNOLOG installation team will visit USAREUR beginning 7 December 1997 to effect their V3.0 installation.

Final telecommunication rerouting and hook ups will begin shortly which will allow final user checkout prior to cut over from V2.2. We still believe 1 January 1998 to be well within our reach to go live with V3.0 and to begin returning the leased SUNs installed over the past year.

Congratulations!
Hats off to the government and contractor staffs that have worked so hard the past few months to complete this task. Cooperation, communication, lots of long hours and hard work has finally paid off! ❑

ISM Expands to the Far East

Contributed by:
MAJ Raulerson, EUSA

As USAREUR comes on-line, ISM continues to expand to OCONUS MACOMS. The AMC ISM Implementation Team visited the Eighth Army (EUSA) in Korea this past June. During the visit, the AMC team presented the ISM business process to the command and conducted site visits (Yongsan and Taegu) to help develop an implementation plan for the MACOM.

The MACOM was represented by participants from EUSA G4, 19th TAACOM, Materiel Support Center-Korea (MSC-K), and 6th Support Center, and also included participants from AMC-Far East (LAO/LSE), and USAR-Japan. The AMC team was briefed by the 19th TAACOM on the theater's sustainment maintenance (GS) capability and maintenance management STAMISs. This was followed by a tour of MSC-K at Camp Carroll to view EUSA's sustainment maintenance capabilities.

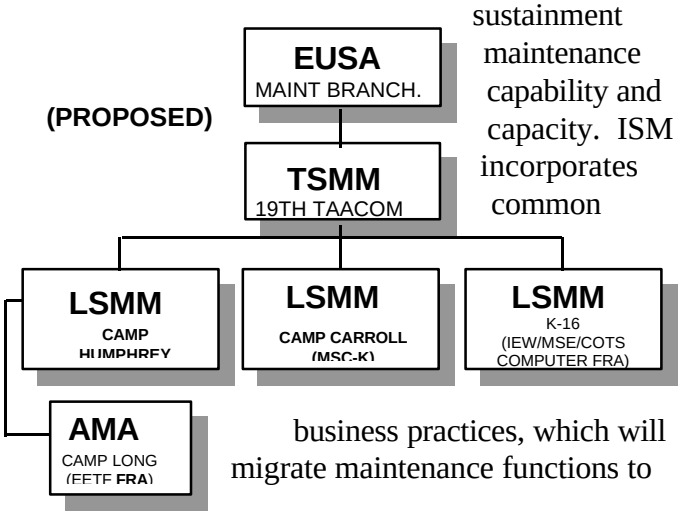
During the AMC team visit, a working group session was held to layout milestones for implementation of ISM. This workshop produced a tentative management architecture (see chart) and is similar to the TSMM/LSMM structure established in USAREUR:

- A Theater Sustainment Maintenance Management Office (TSMM) at the HQ, 19th TAACOM.

- Three Local Sustainment Maintenance Management Offices (LSMM) at Camps Humphrey, Camp Carroll (MSC-K), and Seoul Air Base (K16).

- An Associate Maintenance Activity (AMA) at Camp Long.

EUSA sees many benefits resulting from implementing ISM. In particular, ISM will contribute to EUSA's sustainment maintenance management by providing visibility of Army wide sustainment maintenance capability and capacity. ISM incorporates common business practices, which will migrate maintenance functions to



(See ***EUSA*** next page)

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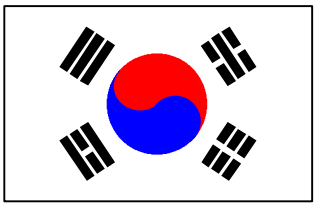
the most efficient facilities thereby freeing funds for other projects. The Executive Management Information System (EMIS), interfacing with current maintenance and supply STAMISs, will also enhance the theater's overall business processes.



Based on the recent ISM Corporate Board decision, implementation of ISM in EUSA will be accomplished in 2nd and 3rd Qtr FY98. The AMC Implementation Team will be preparing documentation for EUSA in regard to cost mapping and maintenance management STAMIS data elements to provide to the site survey team. ❑

Coming in Next Edition.....

✓Lead articles for the next edition of ***"Nuts & Bolts"*** include: ISM/SSF Corporate Boards; Regional PP&Cs; ISM Fielding; Updates from the ISM management structure (NSMM, RSMM) and MACOMs; and News from the field (LSMM, COEs).

✓Plus ***your ✍ articles*** - This is **your** publication**!** Use it to share your ideas and good news with others in the **ISM/SSF** programs. Articles may be developed and submitted at any time.

To have your articles included in the next edition of ***"Nuts & Bolts"***, please submit your drafts to Mr. Bruce Koedding via E-Mail at: *bkoedding@hqamc.army.mil*, or via ☎ fax to: DSN 767-3283/Comm (703) 617-3283, or via ✉ snail mail to: HQ AMC, ATTN: AMCLG-MI, 5001 Eisenhower Ave, VA 22333-0001.

The ***"Nuts & Bolts"*** can be found on the AMC HomePage on the WorldWide Web at: ***http://amc.citi.net/dcs_logistics/lg-ism.***

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