

TABLE OF CONTENTS

	Page
FOREWORD	v
1.0 INTRODUCTION	1
2.0 POST COLD WAR CHALLENGES FACING THE MILITARY	3
2.1 New and Broader Threats.....	3
2.2 Decreasing Defense Budgets.....	4
2.3 Aging Systems.....	5
2.4 Base Closures	6
2.5 Defense Acquisition Reform.....	7
3.0 JOINT VISION 2010 FOCUSED LOGISTICS	9
3.1 Definition of Focused Logistics	9
3.2 Critical Considerations for Jointness.....	9
3.3 Frame of Reference	10
3.4 The Goal of Full Spectrum Support	10
3.5 The Focused Logistics Vision	11
3.6 Integrating Processes.....	11
3.7 The Role of Technology.....	12
3.8 Revised Doctrine	12
3.9 Phased Development of Focused Logistics	13
3.10 A Collaborative Effort.....	13
4.0 DISCUSSION OF LOGISTICS INITIATIVES	15
4.1 Lean Logistics	15
4.1.1 Overview	15
4.1.2 Objective.....	15
4.1.3 Approach	15
4.1.4 For More Information	16
4.2 Activity Based Costing (ABC).....	16
4.2.1 Overview	16
4.2.2 Objective.....	18
4.2.3 Approach	19
4.2.4 For More Information	20
4.3 Modernization Through Spares.....	20
4.3.1 Overview	20
4.3.2 Objective.....	20
4.3.3 Approach	21
4.3.4 For More Information	22
4.4 Total Package Fielding (TPF)	22
4.4.1 Overview	22
4.4.2 Objective.....	23
4.4.3 Approach	23
4.4.4 For More Information	24
4.5 JCALS.....	24
4.5.1 Overview	24
4.5.2 Objective.....	24
4.5.3 Approach	24

TABLE OF CONTENTS (CONT'D)

	Page
4.5.4 For More Information	26
4.6 Agile Logistics	27
4.6.1 Overview	27
4.6.2 Objective.....	28
4.6.3 Approach	28
4.6.4 For More Information	28
4.7 Velocity Management	28
4.7.1 Overview	28
4.7.2 Objective.....	29
4.7.3 Approach	29
4.7.4 For More Information	29
4.8 Agile Combat Support.....	29
4.8.1 Overview	29
4.8.2 Objective.....	31
4.8.3 Approach	31
4.8.4 For More Information	31
4.9 Privatization	31
4.9.1 Overview	31
4.9.2 Objective.....	32
4.9.3 Approach	32
4.9.4 For More Information	32
4.10 Joint Total Asset Visibility.....	33
4.10.1 Overview	33
4.10.2 Objective.....	33
4.10.3 Approach	33
4.10.4 For More Information	34
4.11 Readiness Based Sparing	34
4.11.1 Overview	34
4.11.2 Objective.....	34
4.11.3 Approach	34
4.11.4 For More Information	36
4.12 Flexible Sustainment	36
4.12.1 Overview	36
4.12.2 Objective.....	36
4.12.3 Approach	36
4.12.4 For More Information	37
4.13 Outsourcing.....	37
4.13.1 Overview	37
4.13.2 Objective.....	38
4.13.3 Approach	38
4.13.4 For More Information	39
4.14 International Merchant Purchase Authorization Card (IMPAC).....	39
4.14.1 Overview	39
4.14.2 Objective.....	40

TABLE OF CONTENTS (CONT'D)

	Page
4.14.3 Approach	40
4.14.4 For More Information	41
4.15 Regional Maintenance Strategy	41
4.15.1 Overview	41
4.15.2 Objective.....	42
4.15.3 Approach	42
4.15.4 For More Information	43
4.16 2-Level Maintenance (2LM)	43
4.16.1 Overview	43
4.16.2 Objective.....	44
4.16.3 Approach	44
4.16.4 For More Information	45
4.17 Logistics Data Strategy	45
4.17.1 Overview	45
4.17.2 Objective.....	46
4.17.3 Approach	46
4.17.4 For More Information	47
4.18 Contract Repair Enhancement Program (CREP)	47
4.18.1 Overview	47
4.18.2 Objective.....	47
4.18.3 Approach	48
4.18.4 For More Information	49
4.19 Depot Repair Enhancement Program (DREP)	49
4.19.1 Overview	49
4.19.2 Objective.....	50
4.19.3 Approach	50
4.19.4 For More Information	50
4.20 Aircraft Repair Enhancement Program (AREP)	50
4.20.1 Overview	50
4.20.2 Objective.....	50
4.20.3 Approach	50
4.20.4 For More Information	51
4.21 Affordable Readiness	51
4.21.1 Overview	51
4.21.2 Objective.....	51
4.21.3 Approach	51
4.21.4 For More Information	52
5.0 THE FUTURE	53
6.0 SUMMARY	57
7.0 BIBLIOGRAPHY AND REFERENCES	59
7.1 Documents.....	59
7.2 URLs	60
7.2.1 Referenced Sites	61
7.2.2 Other Related Sites	61
8.0 GLOSSARY	63

LIST OF FIGURES

		Page
Figure 1.	Distribution of Life Cycle Costs	6
Figure 2.	Focused Logistics and the "Six Critical Considerations of JV2010"	10
Figure 3.	Focused Logistics Vision	11
Figure 4.	Process Integration.....	12
Figure 5.	Distribution of Costs by Organization	17
Figure 6.	Traditional Cost Accounting.....	18
Figure 7.	Activity-Based Allocation of Costs	19
Figure 8.	Steps in the ABC Process	19
Figure 9.	TPF Process	23
Figure 10.	Agile Combat Support	30
Figure 11.	Readiness Based Sparing Process.....	35
Figure 12.	General Approach to Affordable Readiness	52

LIST OF TABLES

		Page
Table 1.	Changes in Force Structure and Personnel End Strength, 1990-1998	4
Table 2.	Reductions in the Defense Budget, 1985-1997.....	5
Table 3.	BRAC Costs and Savings	6