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### The Secretary of Defense Performance-Based Logistics Awards Program For Excellence in Performance-Based Logistics Section 4 Achievements

#### Mission Success

The AN/TSQ-221 Tactical Airspace Integration System (TAIS) is the Army's Program of Record (POR) for Airspace Command and Control (AC2) and one of the Army Battle Command Systems (ABCS). The TAIS system provides Combatant Commanders and TAIS Warfighters with Army Airspace Command and Control (A2C2) capability and Airspace Information Center (AIC) support. The dynamic TAIS Performance Based Logistics (PBL) team is comprised of the Product Management Office for Air Traffic Control Systems (PM ATC) and the TAIS Product Support Provider (PSP) General Dynamics C4 Systems (GDC4S). Together they have excelled at providing exceptional program management and unparalleled technical field support to TAIS users, while implementing the Army's first Performance Based Logistics supportability strategy endorsed by the Army's Acquisition Executive. Over the past year, the TAIS PBL team has maintained greater than 90% operational availability (Ao), with the Ao of TAIS fleet's Contractor Furnished Equipment (CFE) above 98%. Additionally, Defense Acquisition University is evaluating TAIS as the model to use in their PBL Logistics, Program Management, Financial Management, and Contracts management courses.

As the Global War on Terrorism continues, exceptional Soldier-Focused mission support has been provided to TAIS warfighting units deployed around the world, 24/7/365. This has been confirmed by personal statements from senior leaders as well as TAIS users such as COL Burns, Commander 19<sup>th</sup> BCD, who said that the TAIS PBL team was doing everything it was suppose to do to support them in combat. SFC Rodney Sykes wrote this about the TAIS PBL team; "I have never seen such teamwork. They made me feel that the units' TAIS systems are in excellent hands. I gave them the name Dynamic Duo." In addition to combat operations, the

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TAIS system is also employed by the Department of Homeland Security when the US national airspace system is compromised or destroyed (Hurricane Katrina). Key members of the PBL are team identified and trained to act as crisis managers in such an event.

The following are the key elements to TAIS success:

### **Government Program Management – PM ATC**

Every successful program starts with its leaders and its personnel. Mr. Jim Kelton, Assistant Product Manager (APM) TAIS, was recently awarded the AUSA Department of the Army Civilian of the Year for 2008 in the Professional/Technical Category. Though his core team consists of only six people, he insures that they all embrace the “support to the soldier engaged in the Warfight” as the number one priority. Mr. Kelton has personally made three trips to the OIF/OEF Theater to meet with TAIS users and ensure that the system is functioning properly and receiving the best possible support.

### **Contractor Program Management – GDC4S**

GDC4S has compiled a stellar team of true professionals who are “soldier focused” and dedicated to providing total support. They have pioneered the Life Cycle Engineer (LCE) concept with exceptional results. Their stellar support around the globe and in the Global War on Terrorism has been lauded by supported units. Additionally, the GDC4S TAIS PBL program has been independently verified as an ISO 9001 compliant program.

### **Logistics Supportability Integrated Process Team (SIPT)**

Together, GDC4S and PM ATC have developed and professionally executed monthly Logistics Supportability Integrated Process Team (SIPT) meetings. These meetings provide both the Integrated Logistics Support (ILS) Manager and the Assistant Product Manager with a highly efficient mechanism to oversee and manage TAIS system fielding, support, and readiness. Additionally, this process significantly decreased ramp-up time, promoted effective team

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building, and eased communication interchanges between the government and contractor. As a measure of its success, to date the SIPT has identified and closed over 120 action items.

**Ownership Cost Reductions**

Since the contractor is incentivized to save the government money and resources, TAIS PBL has resulted in measurable efficiencies and cost savings to the U.S. Army.

**THE GOODNESS OF TAIS PBL - EXAMPLES**

- REPAIR OF TAIS SHELTER #T400 (251D) – DAMAGED IN SHIPMENT TO OIF**
  - Reduced repair time by 6 months.
  - Conducted repairs on site in theater
  - Total Cost Savings of \$15,125.00**
- REPAIR OF T1 CARDS**
  - D/1-58 (Ft Stewart) reported trouble with an AccessNet communications system
  - Field Engineer identified the problem as bad power supplies
  - Visual inspection by the Depot Engineer revealed that the internal reset switch was rusted and corroded
  - Depot replaced the reset switch at .50¢ rather than the full T1 card at \$800.00 x 4 T1 cards
  - Total Cost Savings of \$2,398.00**
  - Repair complete in <36 hours**
- VOICE RECORDER TAPE DRIVE – END OF LIFE SPARES PURCHASE**
  - Voice Recorder Tape Drive
  - NICE \$900.00 (each)
  - New Contract \$500.00 (each)
  - Cost Savings \$400.00 (x2 tape drives per shelter)
  - Total Cost Savings of \$800.00 per shelter**
- AIR DEFENSE SYSTEM INTEGRATOR (ADSI) HARD DRIVE – SPARES PURCHASE**
  - Total Life Cycle Cost Savings
  - Requirement to purchase ADSI hard drives (15)
  - Received quote from OEM: \$1239.00 ea
  - Qualified vendor quote: \$ 241.65 ea
  - Savings per ADSI: \$ 997.35
  - Total Cost Savings of \$14,960.25**

In addition to the above, the TAIS PBL team is currently developing and establishing a comprehensive Corrosion Prevention and Control (CPC) Program. The initial analysis of the first three components shows a projected savings of \$10,000 annually.

**Reliability, Maintainability and Supportability Improvements**

The TAIS PBL Team has successfully employed Integrated Product and Process Development (IPPD) in all areas of the PBL program. These areas are highlighted below and depict examples of success, not only on the battlefield, but during routine operations as well. Additionally, on a

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weekly basis the PBL team holds a Program IPT to review logistical data, conducts analyses, and agrees on key decisions and paths forward to better support the Warfighter, while improving system reliability, maintainability, and supportability.

### Systems Engineering Approach

#### **Life Cycle Engineers (LCE's)**

General Dynamics Life Cycle Engineers are the cornerstone of the TAIS PBL program and are the direct interface between the PSP contractor and TAIS users. As a team they have identified, diagnosed, and corrected over 1100 trouble tickets supporting TAIS systems fielded in 27 states and six countries. Their contributions to individual unit readiness have been invaluable. They support 25 locations in conducting both local and national level training exercises. Recently, a GDC4S LCE, Mr. Chris Conaway, was recognized for outstanding support by the Commander, 4<sup>th</sup> Infantry Division, while deployed to OIF. GDC4S LCE's have the expertise to not only solve technical problems themselves, but are empowered to provide any level of support required to maintain the TAIS fleet. Their exceptional performance has resulted in current Ao rates for TAIS CFE equipment greater than 98%.

#### **Help Desk / Call Center Support**

The General Dynamics Help Desk is a support concept that has been pivotal with respect to the success of the TAIS PBL program. Located in their world class "TAIS Situation Room", the help desk has given managers the ability to effectively orchestrate support resources, resulting in the achievement of Soldier Focused support, customer satisfaction, and the maintenance of high operational readiness rates; all keys to a successful support program.

## THE GOODNESS OF TAIS PBL

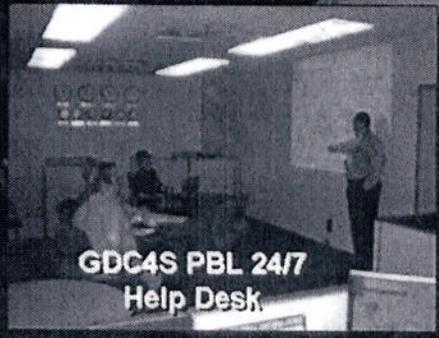
*Product Support Integrator (PSI): PM ATC*

### BACKGROUND

- ◆ Department of the Army Preferred Product Support Strategy
- ◆ PM ATC currently has the first AAE approved Performance Based Logistics (PBL) contract in place.
- ◆ Initial contract Awarded 30 June 05
- ◆ PBL strategy has proven successful supporting deployed and non-deployed systems
- ◆ CURRENTLY
  - > 90% A<sub>o</sub> HQDA Rate
  - > 98% A<sub>o</sub> Rate for Contractor Furnished Equipment (PBL)
  - Product Support Provider (PSP) contractor (General Dynamics C4 Systems) is currently able to field trouble calls 24 hours a day
- ◆ Modularity increases complexity and top level visibility of TAIS – PBL is needed



GDC4S (PSP) Depot



GDC4S PBL 24/7  
Help Desk

### PERFORMANCE EXCELLENCE

- ◆ Product Support Provider (PSP), GDC4S, established world class help desk; **SOLDIER-FOCUSED**
- ◆ 100% Warfighter satisfaction
- ◆ Robust Logistics Management Database (LMD-GOVT access) provides increased forecasting/troubleshooting capabilities
- ◆ Reduction in total ownership costs documented
- ◆ MOS 94D (Maintainer) enhanced training initiative increasing soldier-maintainers on the battlefield and reducing contractor support requirements

### Material Availability

#### Supply Operations

General Dynamics has done an outstanding job keeping the fleet supplied with spare and repair parts. Not only have they successfully responded to requisitions from the field, but they have also effectively forecasted support requirements for RESET operations on TAIS shelters. PM ATC instituted a new support strategy where field units have the ability to requisition contractor parts through the Army's Standard Army Management Information System (STAMIS). This strategy precludes having two supply systems (computer based) from which to maintain for requisitioning Government Furnished Equipment (GFE) and Contractor Furnished Equipment. With this strategy, both transactions can be accomplished on the same system. GDC4S also

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instituted their version of a RECAP program for legacy system parts, saving PM ATC and Combatant Commander's precious OMA funding.

### **Depot Operations**

General Dynamics is the Original Equipment Manufacturer (OEM) for the TAIS system, and has depot responsibilities for their contractor furnished equipment. To date, their depot support has been flawless, even on the battlefield where mobility is limited and resources are difficult to coordinate. Over the past several months the TAIS fleet has experienced a significant number of damaged shelters. Where most support organizations might have struggled to keep up with routine support operations and unscheduled repairs in austere conditions, GDC4S has worked efficiently and successfully at identifying and repairing damaged shelters, while maintaining their exceptionally high operational readiness support during high operations tempo, while simultaneously performing RESET operations. In addition, RESET operations are not all conducted at their facility, which means more coordination is required for successful completion. Not one TAIS system has been unavailable due to an administrative hold up with GDC4S support operations.

### **Footprint Reduction**

Through highly accurate logistical data collection by General Dynamics Life Cycle Engineers, and employment of the life cycle engineering approach, the team routinely conducts analyses which include but is not limited to the following: spare parts consumption, system efficiency (mean time between critical failures), LCE efficiency (mean time to repair), and operational availability. As a result of this type analyses, the team has reduced the footprint of Life Cycle Engineers from six to three while forward deploying appropriate spare parts to the battlefield. In addition, the team has generated a swap-out schedule of these spares, which ensures the highest quality parts always remain on the battlefield, reducing system downtime and increasing system operational availability.

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### **Conclusion**

The TAIS PBL team has implemented a world class PBL program that continues to support units around the world, the Global War on Terrorism, and unscheduled support requirements for the Department of Homeland Security and Defense. They represent the definition of Performance Based Logistics Excellence.

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Include a double-spaced, unclassified proposed paragraph highlighting specific achievements that will be suitable for use in the awards presentation ceremony.

Videotapes, DVD's, and other film media shall not be accepted. Unit and personnel data shall be cleared for public release to military and civilian news services. No classified information may be submitted.

### AWARDS PRESENTATION

Over the past year, the TAIS PBL team has provided un-paralleled logistics support to TAIS users located in 27 states and six foreign countries. They have maintained greater than 90% operational availability (Ao), with the Ao of TAIS fleet's Contractor Furnished Equipment above 98%. Through highly accurate logistical data collection and employment of the systems engineering approach, the team has meticulously conducted analyses of logistical support. They have effectively managed obsolescence, efficiently responded to spare part requisitions from the field, accurately forecasted support requirements for RESET operations, and reduced their footprint of Life Cycle Engineers in theater from six to three by forward deploying critical spares and generating a swap-out schedule ensuring the highest quality parts remain on the battlefield. In addition, significant reductions to total ownership costs have been achieved by a proactive support team and fluid supportability strategy. All of these have increased reliability and maintainability, reduced system downtime, and increased system operational availability to the Warfighter. The TAIS PBL team has implemented a world class PBL program and represents the definition of Performance Based Logistics Excellence.