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Implementing ARFORGEN

Report Documentation Page

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Bringing service to life

1818 Library Street, Suite 1000 Reston, VA 20190



Presentation to

10-12 June 2008

Military Operations Research Society Symposium

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BG Dorian Anderson, USA (Ret)
Ms. Pamela Blackmon
Mr. Hal Hogan

Mr. Paul Coviello
Mr. Doug Rogers
Mr. Brendan Curvey

- A new force generation model

- Promotes decentralized decision-making and redefined readiness
- Eliminates traditional division-based structure replacing it primarily with a brigade-based structure

- Smaller units are designed for flexibility

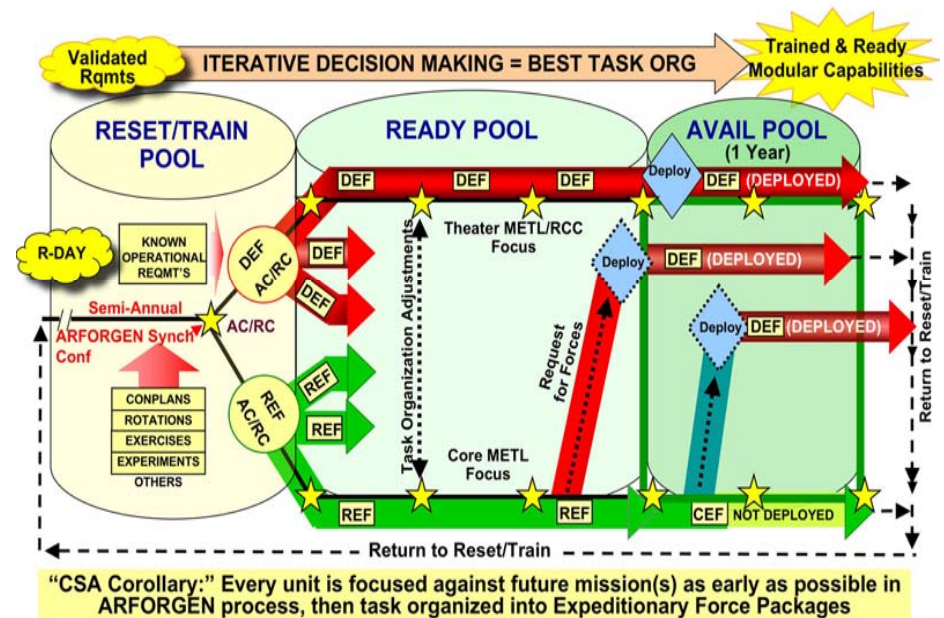
- Agile, expeditionary
- Tailored to specific circumstances
 - ▶ nature of threat, climate, terrain, etc.
- Capable of rapid assembly

- Builds predictability in a cyclic way of producing forces

- Places new demands on the installations

- Three-stage force generation cycle

Cyclical Approach, R-Day “Reset”



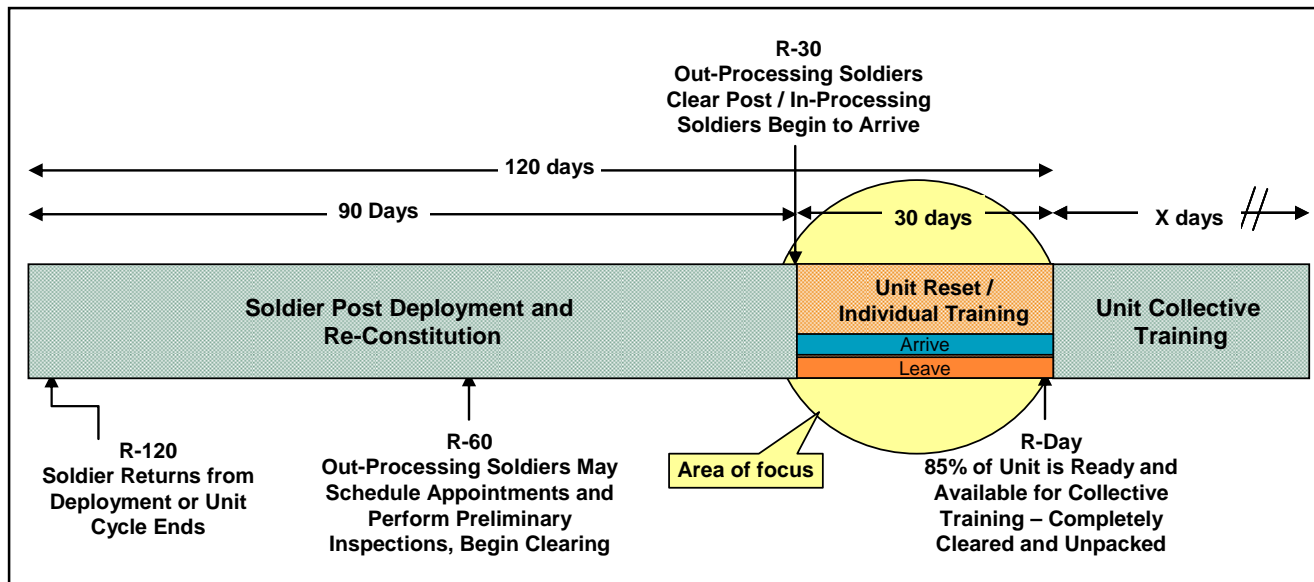
Study, analyze and validate the capability and feasibility of the installation infrastructure to meet ARFORGEN implementation guidelines

■ Scope

- Active Component installation infrastructure
- Feasibility of 30-day reset period

■ Area of focus

- Logistical capability to move Soldiers out and others into the reconstituted unit according to Army standards



- 30-day window for re-staffing and the move into permanent housing at the start of a unit lifecycle
- 70% Unit Reset of a 7,000 Soldier unit (as baseline)
- Current resources (July 2007) as baseline
- Resetting of equipment and training/readiness were **not** modeled
- Processes studied include check-in/out, move in/out, transportation & administration, housing maintenance, cleaning & inspection

- R-Date = time until 85% of incoming Soldiers are fully in
 - Including move into permanent housing
- Completion date: 100%
- Check-in only (requires temporary housing availability)
- Questions: Can it be done in 30 days?
 - What if a head start is allowed?

- Interviews with subject matter experts
 - Including the Army Staff and special staff, IMCOM and HRC
- Site visits & group discussions
 - Carlisle Barracks, Ft. Jackson, Ft. Campbell, Ft. Hood and Ft. Bragg
 - Interviewed IMCOM staffs, unit leaders and garrison commanders or their representatives
 - Obtained qualitative and quantitative information
- Determined each base's process steps, personnel counts and types, processing time requirements, work schedules
 - ▶ Under normal conditions
 - Counts of temporary and permanent housing
 - Availability of moving teams
- Soldier survey
 - 486 out-processing responses, 639 in-processing responses

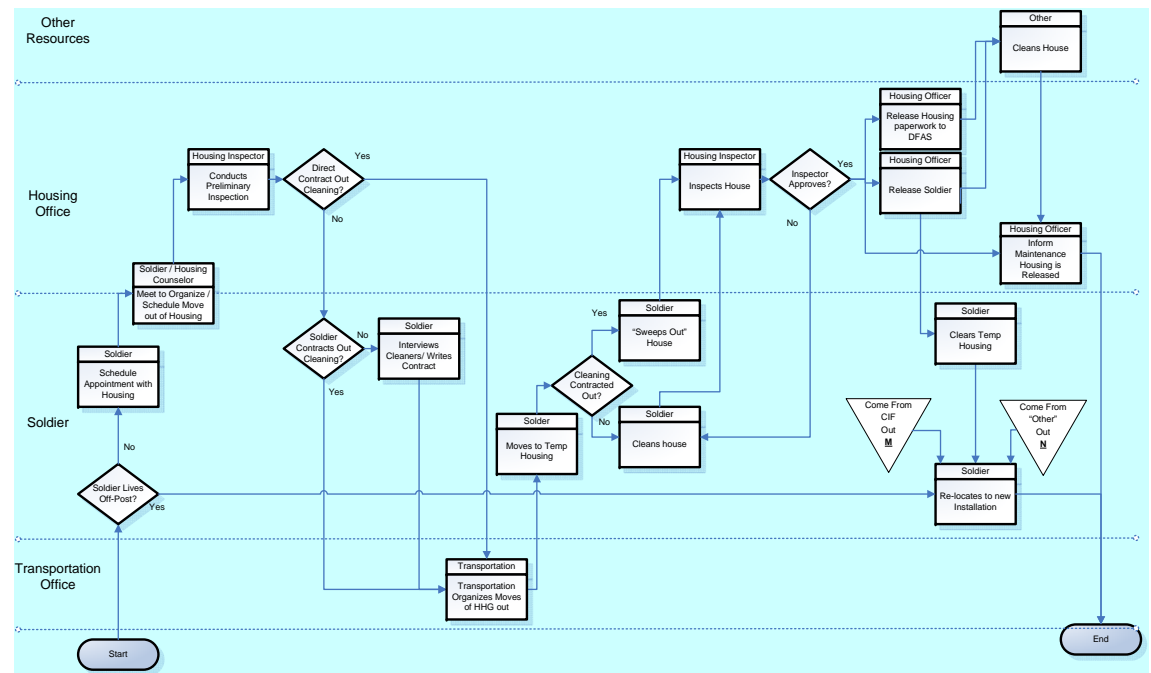
- Process map implemented as a discrete event simulation model

- Primarily networks of queues with limited service resources and hours of operation

- Parallel and sequential relationships
- Holding gates and release

- Implemented in Java using Simkit (Arnold Buss at NPS)

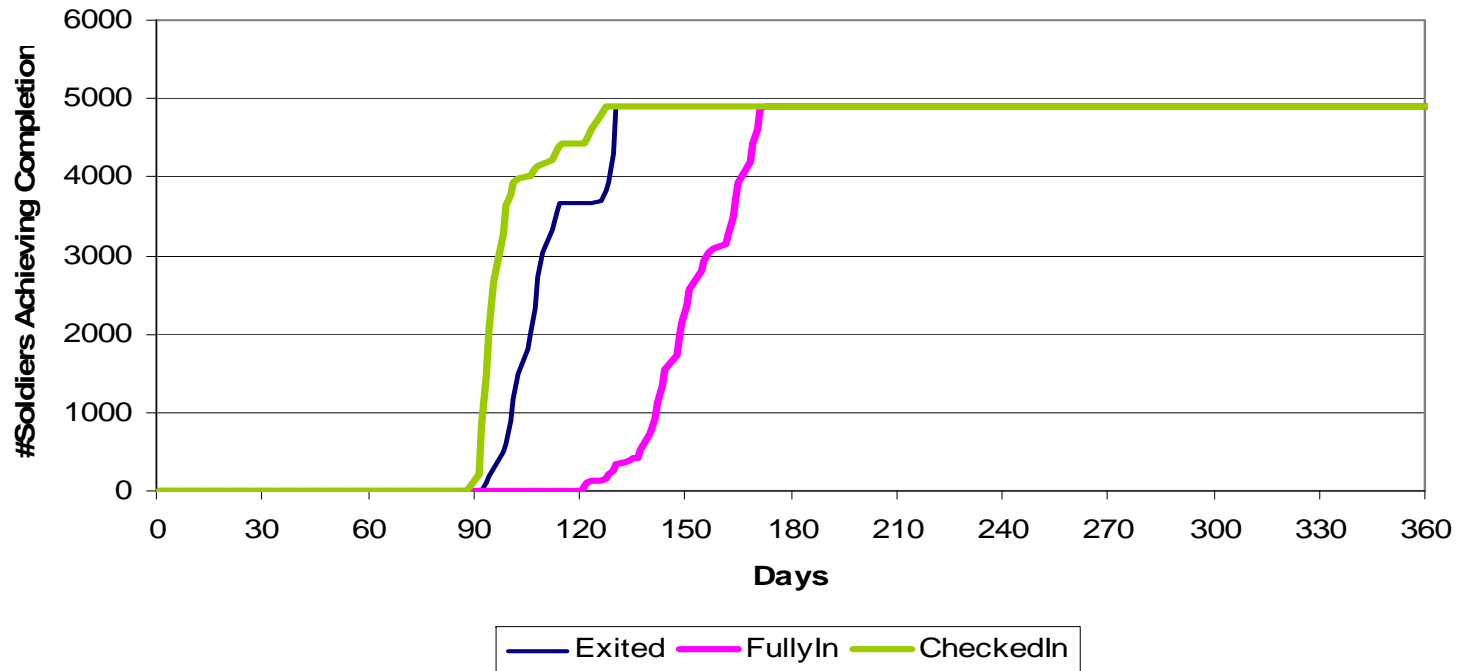
Example Process Map – Moving Out of Housing



- Simulated installations did not meet ARFORGEN reset guidelines
 - Based on resources on base at the time
- The goal is R-date at 120 days or less.
- The larger base the faster -- Bragg and Hood did the best

Scenario	Status	Installation			
		Hood	Bragg	Campbell	Jackson
A- 70% Reset of 7,000 Soldier Unit	R-date (85%) **	168	168	238	417
	Completion Date (100%)	186	210	304	469
	Check-In Only ##	141	127	197	381
B-50% Reset of 7,000 Soldier Unit	R-date (85%) **	144	142	190	319
	Completion Date (100%)	161	170	239	336
	Check-In Only ##	95	102	158	234
C-30% Reset of 7,000 Soldier Unit	R-date (85%) **	122	119	144	206
	Completion Date (100%)	155	161	169	234
	Check-In Only ##	94	98	109	165

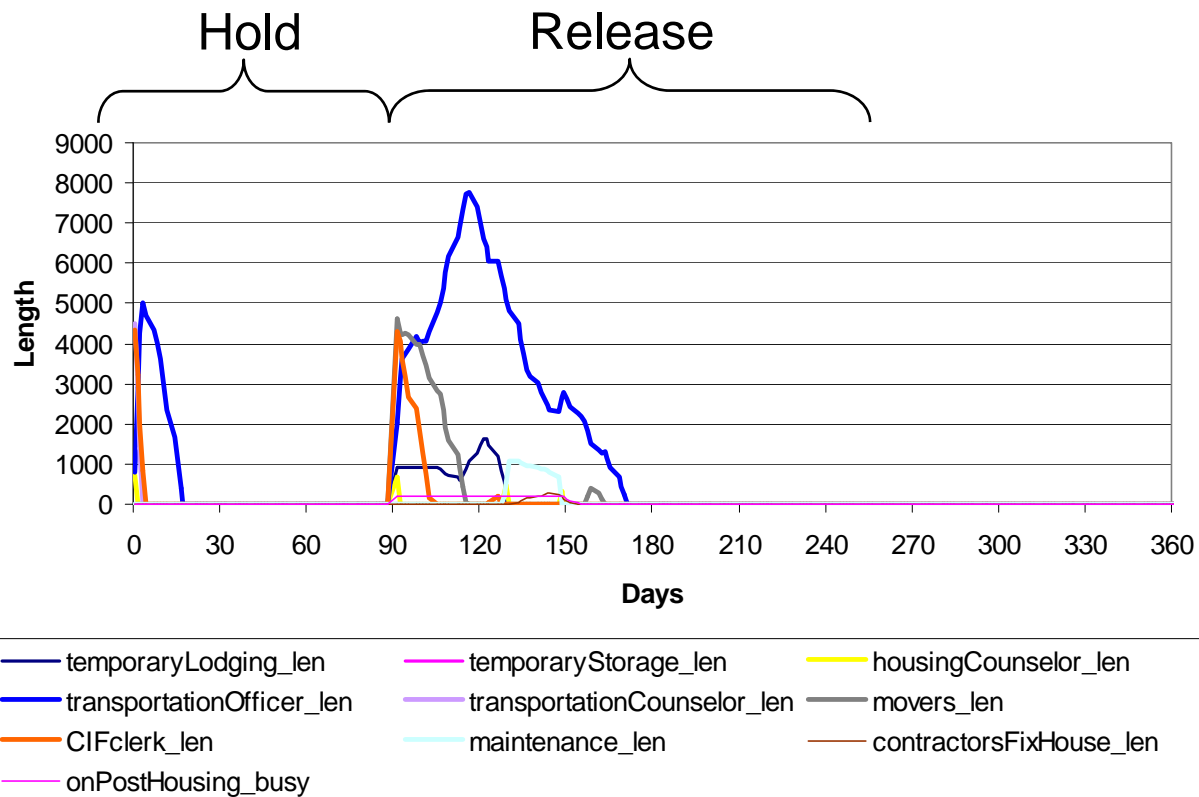
Insight from the simulation—



■ Fort Bragg Rate of Progress

- Check-in is rapid
- Full move-in takes time and starts happening 30 days into the reset period.

Port ragg example—



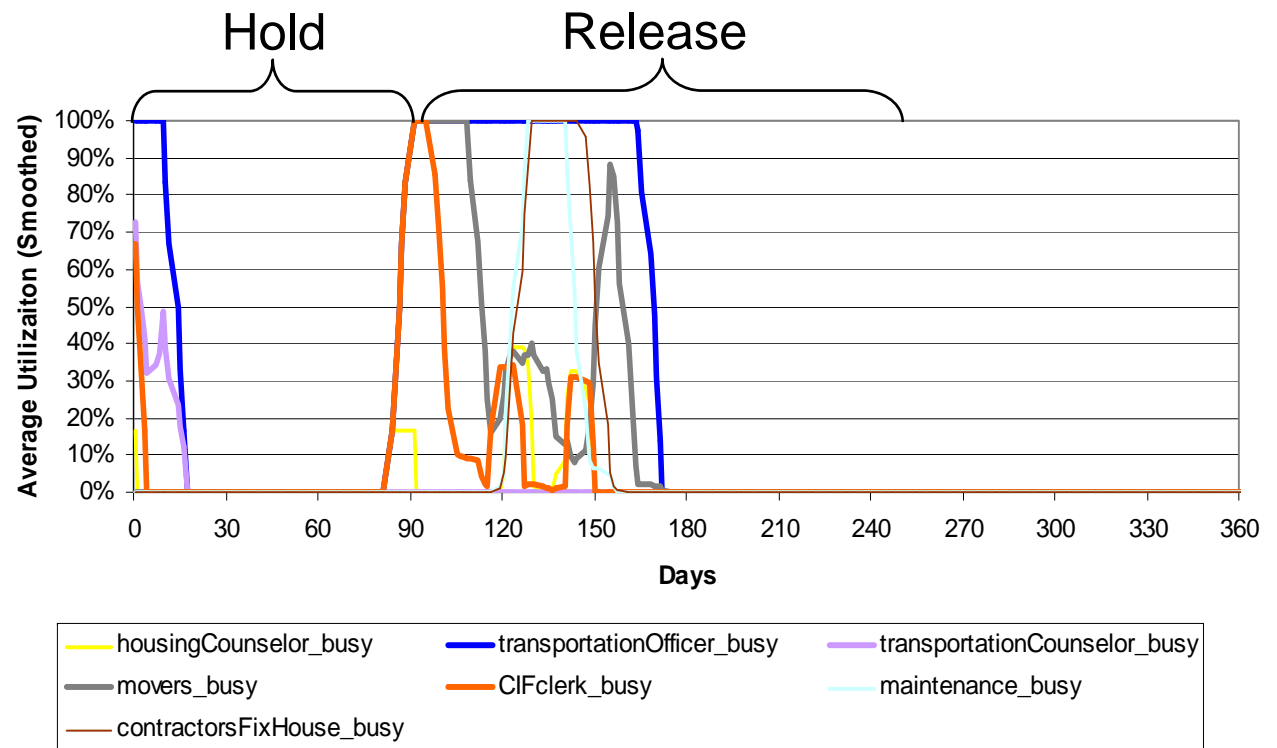
■ The most congested queues are

- Transportation officer
- Movers
- CIF clerk

■ **Biggest resource utilization issues**

- Transportation officer
- Movers
- Maintenance
- Contractors

Fort Bragg Resource Utilization (smoothed)



■ Quantitative

- The simulations of Unit Reset at Hood, Bragg, Campbell, and Jackson show that the criterion of 85% of the unit's personnel fully in-processed is not doable within the 30-day objective
 - ▶ Based on current staffing and resource levels as well as processing times under current procedures
- Smaller bases have a longer turnaround time than the larger ones
 - ▶ Due to constraints and bottlenecks, limited installation and community resources

■ From interviews & surveys

- All installations are different
- The in/out process lacks rigorous definition
- Massive skepticism concerning the ability to perform rapid, large-scale base drawdown and reconstitution given current resources

■ Get the report on DTIC

- “Implementing ARFORGEN: Installation Capability and Feasibility Study of Meeting ARFORGEN Guidelines” (ADA471909)