



REPLY TO  
ATTENTION OF

**DEPARTMENT OF THE ARMY**  
**HEADQUARTERS UNITED STATES ARMY TRAINING AND DOCTRINE COMMAND**  
**102 MCNAIR DRIVE**  
**FORT MONROE VIRGINIA 23651-1047**

ATCD-S (70)

11 DEC 2001

MEMORANDUM FOR Major General Mitchell H. Stevenson, Commander,  
U.S. Army Ordnance Center and School, Aberdeen Proving Ground,  
Maryland 21005-5201

SUBJECT: Integrated Concept Team (ICT) Charter for Two Levels  
of Maintenance

1. Reference memorandum, HQ, USAOC&S, ATCL-OZ, 10 Aug 01,  
subject: Integrated Concept Team - Implementing Two Levels of  
Maintenance in Support of the Objective Force (Enclosure 1).
2. The revised Charter is approved for distribution  
(Enclosure 2). However, no funding is available to support the  
effort. The \$757,224.00 for travel, contractor support, sup-  
plies, facilities, and administrative costs must come out of  
the Ordnance Center and School's budget.
3. POC is CPT Jeff Sublett, DSN 680-3155, (757) 788-3155,  
sublettjj@monroe.army.mil.

FOR THE COMMANDER:

2 Encls

LARRY R. JORDAN  
Lieutenant General, U.S. Army  
Deputy Commanding General/  
Chief of Staff



REPLY TO  
ATTENTION OF

DEPARTMENT OF THE ARMY  
US ARMY ORDNANCE CENTER AND SCHOOL  
ABERDEEN PROVING GROUND, MARYLAND 21005-5201

ATCL-OZ (70)

10 AUG 2001

MEMORANDUM FOR Chief of Staff, USATRADOC, Fort Monroe, VA 23651-5000

SUBJECT: Integrated Concept Team - Implementing Two Levels of Maintenance In Support of the Objective Force

1. Reference: United States Army Training and Doctrine Command memorandum, ATCD-ZA, 6 Jun 99, Subject: Ordnance Concept Statement.
2. The purpose of this memorandum is to request permission to establish a Tier 1 ICT to finalize and implement two levels of maintenance across the Army as we transform the Ordnance Corps in support of the Objective Force.
3. For several years, we have been evolving the Army's maintenance system from a four-level system to a more efficient two-level approach. During this process, we have developed a TRADOC-approved concept statement, consolidated various Military Occupational Specialties (MOSSs), fielded numerous materiel enablers, and redesigned many units to fit into a two-level system. Examples of these initiatives include the Multicapable Maintainer, Forward Repair System, and the maintenance units within the FXXI Division, Integrated Brigade Combat Team (IBCT), Interim Division, and Echelons Above Division. At the same time, the wholesale supply and maintenance systems have also been transforming to better business practices that take advantage of today's information technologies, to include the establishment of the National Maintenance Office and Single Stock Fund. We now have the basic building blocks to make a two-level maintenance system a reality for the Army as we transform into the Objective Force. This effort will re-invent maintenance from tactical war-fighting units to the strategic level, doing away with the echeloning of maintenance (by merging organizational and direct support levels) and synchronizing with the National Maintenance Office. To facilitate the implementation of the two-level maintenance system, we need a formal ICT that involves critical players both within and outside the Army, to include materiel developers, policy makers, force structure experts, resource providers, support contractors and equipment designers.
4. The mission of the Two Levels of Maintenance ICT therefore is to implement the Army's two-level, objective force, maintenance system and synchronize with the National Maintenance Office. It's goal is to provide the most efficient and effective

Encl 1

ATCL-OZ

SUBJECT: Implementing Integrated Concept Team (ICT) for Two Levels of Maintenance

maintenance support to our future war-fighting units. The draft charter is at Tab A. This ICT will build and manage an implementation plan that addresses:

- a. Required changes in Army and Joint doctrine.
- b. Required changes in Army and DoD policy.
- c. Additional MOS consolidations.
- d. Re-distribution of maintenance tasks and tools.
- e. Further refinement of Army maintenance organizations.
- f. Redesign of maintenance management and supply support systems (as required).
- g. Development of additional technology enablers.
- h. Development of guidance for legacy units.

5. We believe this will be a three-year effort, which will culminate with an official conversion in the 2006 timeframe from a four-level maintenance system to an Army two-level maintenance system. Conversion of Army organizations may continue occurring up to and beyond 2010 depending upon affordability of technological enablers. A resource estimate is provided at Tab B. Funding for contractor support, analytics, and travel is required for this effort.

6. Attached is a copy of our proposed charter. Our lead for this project is Mr. Jim Arnold, DSN 687-2360, or email [arnoldj2@lee.army.mil](mailto:arnoldj2@lee.army.mil).

FOR THE COMMANDER:

Encl

CF:  
ASAALT  
DCG HQ AMC  
DCSLOG  
CG CASCOM



MITCHELL H. STEVENSON  
MG, USA  
Chief of Ordnance

**Army Transformation**

**Two Level  
Ground Maintenance System**

**Integrated Concept Team**

*Encl 2*

## Army Transformation Two Level Ground Maintenance System

### TIER I CHARTER

1. **Originating Organization:** U.S. Army Ordnance Center and School, Aberdeen Proving Ground, MD.
2. **Title:** Objective Force Ground Maintenance TIER I Integrated Concept Team (ICT).
3. **Date of Request:** 5 Sep 01.
4. **References:**
  - a. Approved Concept Statement. Ordnance Concept Statement, 1 Sep 98.
  - b. TRADOC Pamphlet 71-9, Force Development Requirements Determination, final draft, 14 Aug 01.
  - c. Objective Force Concept, Draft.
  - d. AR 750-1, Army Materiel Maintenance Policies (Draft).
  - e. Department of Defense (DoD) Logistics Strategic Plan, 98 Edition.
  - f. Message, HQDA, DACS-ZA, 140623Z Jul 99, subject: The National Maintenance Program.
  - g. Objective Force Unit of Employment, draft, 6 Aug 01.
  - h. Objective Force Unit of Action, draft, 10 Aug 01.
  - i. TRADOC Pamphlet 525-66, Objective Force Capability, Draft, Aug 00.
5. **Purpose:** This Charter establishes an Integrated Concept Team (ICT) to transition The Army to a ground maintenance system that fully supports Army Transformation (Legacy, Interim, and Objective Force) requirements.
6. **Scope:** The ICT will develop a Two Level Maintenance Concept and implementing strategy for Army Ground Maintenance in support of Army transformation. When approved by TRADOC CG as a TRADOC 525-Series Subordinate Concept, it will serve as the Army's guide for all ground maintenance initiatives across doctrine, training, leader development, organization, materiel and soldier (DTLOMS) for current and future forces. The concept will apply across multiple

Army battlespace functional areas and will serve as a reference for their interaction with other services and inter-agencies for ground maintenance.

7. **Key Objectives:** For Army Transformation (Legacy, Interim, and Objective Forces).

- a. Develop an Army Ground Maintenance Concept.
- b. Apply the Army Ground Maintenance Concept to the development of candidate Objective Force Capabilities (OFCs), revision of current Future Operational Capabilities (FOCs), and the development of new FOCs as required.
- c. Identify DTLOMS shortfalls that are needs based, support the Army Ground Maintenance Concept, and are supported by analytics.
- d. Develop a roadmap for The Army's Ground Maintenance technology thrust and acquisition decisions.
- e. Pursue DTLOMS initiatives as determined and required from ICT developments and transition to Integrated Product Teams as required.
- f. Review all applicable Army and DoD policy, changing policy as required.
- g. Design a new Maintenance Allocation Chart format in context with the findings of this ICT.
- h. Continue the force structure redesigns, as required, to implement the transformation at the tactical and operational levels.
- i. Redesign maintenance management and supply support systems.
- j. Synchronize field and sustainment maintenance levels with the National Maintenance Office.
- k. Develop guidance for implementing transformation system into legacy units that may not see the technological enablers for many years.
- l. Serve as the mechanism for the coordinated review and updating of Army maintenance doctrine, policies, organizations, equipment, tools, programs, technologies, and activities associated with the transformation.

m. Serve as a forum for the exchange of information among HQDA, USAMC and the Army MACOMs responsible for the conduct of maintenance operations in The Army.

**8. Related Army Concepts, Joint concepts, and Operational Capabilities.**

a. The following Army concepts are considered:

- (1) Objective Force Operational and Organizational Plans (O&Os).
- (2) Interim Brigade Combat Teams.
- (3) Interim Division.
- (4) Single Stock Fund Business Rules.
- (5) National Maintenance Office Business Process Manual.

b. The following Joint Concepts are considered:

- (1) National Provider Concept.
- (2) Joint Vision 2010.
- (3) Joint Vision 2020.
- (4) Army Strategic Logistics Plan.

**9. Products of the ICT will be:**

- a. ICT Action Plan.
- b. A TRADOC 525 series subordinate concept: Army Ground Maintenance Operations.
- c. DTLOMS Determination Analysis Report.
- d. Operational and Organizational Plan (O&O) for Army Ground Maintenance Operations if deemed necessary.
- e. Requirements Documents. (Field Manuals (FM), Programs of Instruction (POI), System Training Plans (STRAP), Missions Needs Statements (MNS), Capstone Requirements Documents (CRD), Operational Requirements Documents (ORD), etc., that could result from this ICT function.)

f. Redesigned Maintenance Allocation Chart (MAC) format in context with the findings of this ICT.

g. A plan for redistributing tools, as required, to support transformation.

h. A plan for consolidating Military Occupational Specialties (MOS), as required, in support of transformation.

i. Publish an implementation plan within six months that defines an executable approach for the above tasks with timelines for completion.

10. **ICT Activities:** Define and manage the tasks required to transition the Army to an objective force maintenance system. These tasks shall include, at a minimum, the following:

a. Review all applicable Army and Joint doctrine, modifying doctrine as necessary to support the implementation process.

b. Review all applicable Army and DoD policy, changing policy as required.

c. Review MOS alignments, as required.

d. Review Maintenance Allocation Charts.

e. Review redistribution of tools, sets, kits and outfits as required.

f. Force structure redesigns, as required.

g. Redesign maintenance management and supply support systems.

h. Develop additional technology enablers, including diagnostic and prognostic systems that minimize required training and maximize the multifunctional expertise of maintainers.

i. Serve as the mechanism for the coordinated review and updating of Army maintenance doctrine, policies, organizations, equipment, tools, programs, technologies, and activities associated with the changes to a revised maintenance system IAW DTLOMS Determination Report.

j. Other appropriate DTLOMS activities as described in TRADOC Pam 71-9.

11. **Participants:**

- a. Chairman: COL Bourgeois, CASCOM, DCD, Ordnance.
- b. Team Leader: Mr. Jim Arnold, CASCOM, DCD, Ordnance.
- c. CORE Members:
  - (1) Assistant Secretary of the Army for Acquisition, Logistics & Technology (ASA) (AL&T).
  - (2) HQDA, Office of the Deputy Chief of Staff for Operations, Director of Requirements and Force Management.
  - (3) The Chief, Maintenance Policy Division, HQDA ODSCLOG.
  - (4) Director, Maintenance Management Division, USAMC.
  - (5) USAMC Integrated Materiel Management Centers (AMCOM, CECOM, TACOM, SBCCOM).
  - (6) The Chief, Logistics Division, OCAR.
  - (7) Chief, Logistics, ARNGB.
  - (8) Deputy Chief of Staff for Combat Development (DCSCD), TRADOC.
  - (9) U.S. Army Combined Arms Support Command.
- d. Battle Labs: As appropriate.
- e. School DCDs: As appropriate.
- f. PM (Proponent).
- g. Other Army Agencies: As appropriate.
- h. Other Government Agencies: As appropriate.
- i. Academia: (Non-voting; for Input Only).
- j. Industry: (Non-voting; for Input Only).
- k. Dedicated Core ICT Members from the Ordnance Community:
  - (1) Doctrine/Tactics Expert(s).
  - (2) Training Developer/Trainer(s).

- (3) Leader Development (school).
- (4) Organization/Force Designer(s).
- (5) Combat Developer(s) (in-house and external).
- (6) Soldier Support Expert(s).

1. Joint Community Representatives: As appropriate.

12. **Schedule:**

a. The concept coordinating draft "Army Ground Maintenance Operations" is due to HQ TRADOC, DCSDOC, ATDO-C, **NLT 31 Mar 02**. DCSDOC will review the coordinating draft prior to proponent worldwide staffing. The final draft concept will be presented to the TRADOC CG after worldwide staffing (IAW TRADOC Pam 71-9) has been completed.

b. Existing FOCs will be reviewed. New candidate OFCs and/or revised FOCs, will be included in Chapter 3 of the concept.

13. **Joint Implications:** Participants in the ICT from Joint agencies will coordinate the review and revision of appropriate Joint Concepts and Joint Doctrine to reflect changes in the approved operational concept for Army Ground Maintenance.

14. **Responsibilities:**

a. The ICT Chairman is responsible for:

- (1) Execution of the Charter.
- (2) Formation of the ICT including sub-panels.
- (3) Set meeting dates, IPRs, and internal product milestone.
- (4) Ensure the ICT work environment fosters an atmosphere that encourages and promotes crossing organizational boundaries and a free flow of dialogue.
- (5) Establish funding requirements for conducting the ICT.
- (6) Report progress of ICT through proponent DCD to proponent CG, to HQ TRADOC through DCSDOC (ATDO-C), to CG TRADOC.

(7) Forward final draft document products to TRADOC CG through proponent DCD to proponent CG, to TRADOC through DCSDOC (ATDO-C), to TRADOC Cofs for approval.

(8) Lead the resolution of all Army Ground Maintenance related issues, from the U.S. Army perspective, for Joint initiatives as required.

b. ICT Team Leader:

- (1) Day-to-day management of the ICT process.
- (2) Recommend/announce venues and meeting dates.
- (3) Conduct/coordinate/administer ICT meetings.
- (4) Distribute readahead prior, generally two weeks, to all meetings.
- (5) Document decisions in minutes and distribute minutes to the membership.
- (6) Maintain the ICT membership list.
- (7) Serve as Team Leader for Army Ground Maintenance participation in and function as Team Lead of working groups, as directed by ICT Chairman.

c. ICT Membership:

- (1) Execution of all taskings that require research, writing, and briefings.
- (2) Actively participate in the ICT by attending and supporting the ICT meetings.
- (3) Complete assigned tasks and provide quality results on schedule.
- (4) Keep the chain of command informed of ICT progress as a condition of being empowered to act on (voting member) behalf of their organization.
- (5) Identify potential good ideas/solutions across DTLOMS areas.
- (6) Identify unfinanced resources requirements necessary for participation in the ICT meetings for completing ICT taskings to the ICT Chairman/Team Leader in a timely manner.

15. **Resource & Support Summary:**

a. Resourcing for the participation in these ICT meeting(s) will be upon the individual commands.

b. The proponent will provide all support for coordination and meeting area support. Specific requirements for funding beyond proponent assets are delineated in the Enclosure.

c. Total projected ICT Funding Requirements are identified in the Enclosure.

16. **Authorities:** Authority for chartering this Tier 1 ICT will be through HQ TRADOC, DCSCD (ATCD-SL), and DCSDOC (ATDO-C), to HQ TRADOC CofS for approval.

17. **Criteria for completion:** Completion of the ICT will be upon signature and terminates upon HQ TRADOC approval of ICT Objectives and ICT Products.

18. **Chairman:** The Chairman for the Army Ground Maintenance ICT is COL Bourgeois, CASCOM, DCD Ordnance, DSN 687-1891, (804) 734-1891, bourgeoiss@lee.army.mil.

19. **Point of Contact:** Team Leader is Mr. Jim Arnold, CASCOM, DCD Ordnance, DSN 687-2360, (804) 734-2360, arnoldj2@lee.army.mil.

Encl



LARRY R. JORDAN  
Lieutenant General, U.S. Army  
Deputy Commanding General/  
Chief of Staff

## Two Levels of Maintenance ICT

page 1

PHASE	TYPE FUNDING	MISSION	PRIMARY	SPT COSTS	MAN-HOURS	COST/ M/H	TOTAL COST	FY 02	FY 03	FY 04
Concept Statement Develop										
1. A	Proponent Staff	Concept Statement Develop	Proponent Staff		28	\$0.00	\$0.00			
Initial ICT Development										
2. A	Proponent Staff	Concept Statement Develop	Proponent Staff		100	\$0.00	\$0.00			
ICT Strawman Development										
3. A	Contractor	Concept Strawman Devel	Contractor		520	\$62.50	\$32,500.00	\$ 32,500.00		
3. B	Contractor	Concept Strawman Devel	Contractor		480	\$52.88	\$25,382.40	\$ 25,382.40		
3. C	Proponent Staff	Document Research	Proponent Staff		1000	\$0.00	\$0.00			
ICT Meeting Concept Development (8-10 major meeting over 2-3 years)										
4. A	Contractor	Memo Preparation	Contractor		40	\$62.50	\$2,500.00	\$ 833.33	\$ 833.33	\$ 833.34
4. B	Proponent Staff	ICT Presentation Briefing	Proponent Staff		1200	\$0.00	\$0.00			
4. C	Contractor	ICT Presentation Briefing	Contractor A		1200	\$52.88	\$63,456.00	\$ 21,152.00	\$ 21,152.00	\$ 21,152.00
4. E	Contractor	Document Finalization	Contractor A		400	\$62.50	\$25,000.00	\$ 8,333.33	\$ 8,333.33	\$ 8,333.34
4. F	Proponent Staff	Document Finalization	Proponent Staff		400	\$0.00	\$0.00			
4. G	Contractor	Document Distribution Email	Contractor		160	\$52.88	\$8,460.80	\$ 2,820.00	\$ 2,820.00	\$ 2,820.00
4. H	Printing Cost	Printing Documentation	Inhouse Opn	\$200.00			\$200.00		\$ 100.00	\$ 100.00
4. I	Contractor	Meeting Preparation	Contractor A		1200	\$52.88	\$63,456.00	\$ 21,152.00	\$ 21,152.00	\$ 21,152.00
4. J	Proponent Staff	Meeting Preparation	Proponent Staff		1200	\$0.00	\$0.00			
4. K	E-Mail	E-Mailing Document	Contractor A		160	\$52.88	\$1,320.00	\$ 440.00	\$ 440.00	\$ 440.00
4. L	Contractor	Follow-Ups	Contractor A		680	\$62.50	\$42,500.00	\$ 14,166.66	\$ 14,166.66	\$ 14,166.67
4. M	Contractor	Comment Incorporation	Contractor A		840	\$52.88	\$44,419.20	\$ 14,806.40	\$ 14,806.40	\$ 14,806.40
4. N	Proponent Staff	Comment Incorporation	Proponent Staff		1600	\$0.00	\$0.00			

## Two Levels of Maintenance ICT

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PHASE	TYPE FUNDING	MISSION	PRIMARY	SPT COSTS	MAN-HOURS	COST/ M/H	TOTAL COST	FY 02	FY 03	FY 04
ICT Meeting Conduct (8-10 meeting over 3 years)										
5. A	Briefing Room	Cost of Meeting Room	Opn Cost	\$2,800.00			\$2,800.00	\$ 933.33	\$ 933.33	\$ 933.34
5. B	Briefing Supplies	Supplies For Briefing	DCD-OD Op	\$800.00			\$800.00	\$ 266.66	\$ 266.66	\$ 266.67
5. C	TDY	TDY for Co-Chair		\$24,250.00			\$24,250.00	\$ 8,083.33	\$ 8,083.33	\$ 8,083.34

5. D	Proponent Staff	Meeting Support	1200	\$0.00	Proponent Staff	\$0.00
5. E	Contractor	Meeting Support	440	\$62.50	Contractor A	\$27,500.00
5. F	Contractor	Meeting Support	920	\$52.88	Contractor A	\$48,649.60
5. G	TDY	TDY for Meeting Support			TBD	\$750.00
5. H	Automation / Presentation Equipment				TBD	\$1,000.00
						\$9,166.66
						\$16,216.53
						\$250.00
						\$333.33
						\$9,166.66
						\$16,216.53
						\$250.00
						\$333.33
						\$9,166.67
						\$16,216.53
						\$250.00
						\$333.34

ICT Follow-On Development (Concept Development)

6. A	Contractor	Document Revision	120	\$62.50	Contractor A	\$7,500.00
6. B	Contractor	Document Revision	200	\$52.88	Contractor A	\$10,576.00
6. C	Proponent Staff	Document Revision	600	\$0.00	Proponent Staff	\$0.00
6. D	TDY	Coordination Meeting			TBD	\$2,000.00
						\$2,000.00

ICT Follow-On Development (MAC/BOIP Updates)

6.1 A	Contractor	Document Revision	120	\$62.50	Contractor A	\$7,500.00
6.1 B	Contractor	Document Revision	200	\$52.88	Contractor A	\$10,576.00
6.1 C	Proponent Staff	Document Revision	520	\$0.00	Proponent Staff	\$0.00
6.1 D	TDY	Coordination Meetings			TBD	\$2,000.00
6.1 E	Automation	Hardware upgrade/Software			RTBD	\$11,000.00
						\$2,000.00
						\$11,000.00

ICT Follow-On Development (Personnel Development)

6.2 A	Contractor	Document Revision	120	\$62.50	Contractor A	\$7,500.00
6.2 B	Contractor	Document Revision	200	\$52.88	Contractor A	\$10,576.00
6.2 C	Proponent Staff	Document Revision	440	\$0.00	Proponent Staff	\$0.00
6.2 D	TDY	Coordination Meetings			TBD	\$2,000.00
						\$2,000.00
						\$3,750.00
						\$5,288.00
						\$1,000.00

ICT Follow-On Development (Organizational Development)

6.3 A	Contractor	Document Revision	120	\$62.50	Contractor A	\$7,500.00
6.3 B	Contractor	Document Revision	200	\$52.88	Contractor A	\$10,576.00
6.3 C	Proponent Staff	Document Revision	440	\$0.00	Proponent Staff	\$0.00
6.3 D	TDY	Coordination Meetings			TBD	\$2,000.00
						\$2,000.00
						\$3,750.00
						\$5,288.00
						\$1,000.00

ICT Follow-On Development (Tools Revision / Development)

6.4 A	Contractor	Document Revision	120	\$62.50	Contractor A	\$7,500.00
						\$3,750.00

6.4B	Contractor	Document Revision	Contractor A	200	\$52.88	\$10,576.00	\$ 5,288.00	\$ 5,288.00
6.4C	Proponent Staff	Document Revision	Proponent Staff	440	\$0.00	\$0.00		
6.4D	TDY	Coordination Meetings	TBD			\$4,000.00	\$ 2,000.00	\$ 2,000.00

**ICT Finalization**

7. A	Green Suiter	Document Finalization	Proponent Staff	300	\$0.00	\$0.00		
7. B	Contractor	Document Finalization	Contractor A	320	\$62.50	\$20,000.00	\$ 5,000.00	\$ 15,000.00
7. C	Contractor	Document Finalization	Contractor A	720	\$52.88	\$38,073.60	\$ 9,518.25	\$ 28,555.35
7. D	Proponent Staff	Document Distribution	Proponent Staff	400	\$0.00	\$0.00		
7. E	Printing Cost	Printing Documentation	ICT Opn Cos			\$400.00	\$ 200.00	\$ 200.00
7. F	E-Mailing Costs	E-Mailing Document	Opn Cost			\$0.00		
7. G	Contractor	Follow-Ups	Contractor A	320	\$52.88	\$16,921.60	\$ 8,460.80	\$ 8,460.80

**Final Draft Preparation**

8. A	Proponent Staff	Comment Incorporation	Proponent Staff	320	\$0.00	\$0.00		
8. B	Contractor	Comment Incorporation	Contractor A	320	\$62.50	\$20,000.00	\$ 10,000.00	\$ 10,000.00
8. C	Contractor	Comment Incorporation	Contractor A	400	\$52.88	\$21,152.00	\$ 10,576.00	\$ 10,576.00
8. D	Proponent Staff	Document Distribution	Proponent Staff	400	\$0.00	\$0.00		

**Two Levels of Maintenance ICT**

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PHASE	TYPE FUNDING	MISSION	PRIMARY	SPT	MAN- HOURS	COST/ M/H	TOTAL COST	TOTAL COST
<b>ICT Meeting Final Draft Review</b>								
9. A	Contractor	Meeting Preparation	Contractor A		480	\$62.50	\$30,000.00	\$ 15,000.00
9. B	Contractor	Briefing Development	Contractor A		640	\$52.88	\$33,843.20	\$ 20,843.20
9. C	Briefing Room	Cost of Meeting Room	Opn Cost				\$500.00	\$ 250.00
9. C	Briefing Room	Supplies For Briefing	Opn Cost				\$300.00	\$ 150.00
9. D	Proponent Staff	Meeting Support	Proponent Staff		1000	\$0.00	\$0.00	
9. E	TDY	TDY for Co-Chair	Co-Chair				\$2,000.00	\$ 1,000.00
9. F	Contractor	Meeting Support	Contractor A		160	\$62.50	\$10,000.00	\$ 5,000.00
9. G	Contractor	Meeting Support	Contractor A		160	\$52.88	\$8,460.80	\$ 4,230.40
9. H	TDY	TDY for Meeting Support	TBD				\$1,000.00	\$ 500.00
<b>Preparation of Document Final Draft</b>								
10. A	Contractor	Final Draft Revision	Contractor A		200	\$62.50	\$12,500.00	\$ 6,500.00

10. B	Contractor	Final Draft Revision	Contractor A	120	\$52.88	\$6,345.60	\$ 3,345.60	\$ 3,000.00
10. C	Proponent Staff	Final Draft Revision Review	Proponent Staff	120	\$0.00	\$0.00		
10. D	Proponent Staff	Document Revision	Proponent Staff	320	\$0.00	\$0.00		
10.D	Contractor	Briefing Development/ Support	Contractor A	120	\$52.88	\$6,345.60	\$ 3,345.60	\$ 3,000.00

Forward to HQ TRADOC

11. A	Contractor	EMAIL Document Preparation	Contractor A	20	\$52.88	\$1,057.60	\$ 250.00	\$ 807.60
11. B	Proponent Staff	Final Draft Revision Review	Proponent Staff	8	\$0.00	\$0.00		

				24656	\$57,000.00	\$757,224.00	\$204,911.96	\$269,570.21	\$282,740.99
					↑	↑			
				<b>TOTAL</b>	<b>SPT COST</b>	<b>TOTAL</b>	<b>GRAND</b>	<b>TOTAL COST</b>	
				<b>MH</b>		<b>MH</b>			

Legend Phases

1. Concept Statement Develop
2. Initial ICT Development
3. ICT Strawman Development
4. ICT Meeting Preparation
5. ICT Meeting Conduct
6. ICT Follow-On Development
7. ICT Finalization
8. Final Draft Preparation
9. Preparation of Document Final Draft
10. Forward to HQ TRADOC

NOTES:

All Distribution will be by E-Mail  
 Printing Costs are for Core Staff & Meetings

Senior Analyst Contractor	\$260,000
Analysis Contractor Support	\$440,224
Travel	\$40,000
Supplies	\$5,000.00
Automation	\$12,000.00