

U.S. Army Materiel Command

# STRATEGIC PLAN

FY 2013-20



**Our Focus...**

**Our Vision...**

**Providing America's Warfighters with the Decisive Edge**



Army Materiel Command (AMC) enters the second decade of the 21<sup>st</sup> century a fundamentally different organization from what it was 10 years ago. Driven by a decade at war and the evolving needs of our Warfighters, AMC has rapidly adapted to sustain the fight we are in - while preparing for the threats we face tomorrow. *Continuous Adaptation* – of our *Organization*, our *Institutional Processes and Capabilities*, and our *Enterprise* – will remain critical to generating trained and ready forces and for sustaining the All-Volunteer Army.

Planning for an era of *continuous adaptation* is critical as we confront a complex and challenging future characterized by declining resources, persistent conflict and uncertainty. This Strategic Plan provides the road map that will help guide AMC through these challenges.

As the Army's Lead Materiel Integrator, AMC will establish a Globally Networked Materiel Enterprise capable of supporting and sustaining joint and allied forces across the full spectrum of operations. To achieve this, we will rely on the hard work and commitment of the talented, dedicated and diverse AMC Soldiers and Civilians who are, and who will always remain, the foundation of our success.

Our Strategic Plan is a living document. I encourage you not only to read it and incorporate its strategic goals and objectives in the planning by our subordinate organizations but I encourage you to contribute to its future development. Working together, our AMC Team will continue to ***“Provide America's Warfighters with the Decisive Edge!”***

Gen Ann E. Dunwoody  
Commanding General

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**US ARMY MATERIEL COMMAND**

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*“No military task is of greater importance than the development of strategic plans which relate our revolutionary new weapons and force deployments to national security objectives.”*

President Dwight D Eisenhower, 1958

**US ARMY MATERIEL COMMAND**



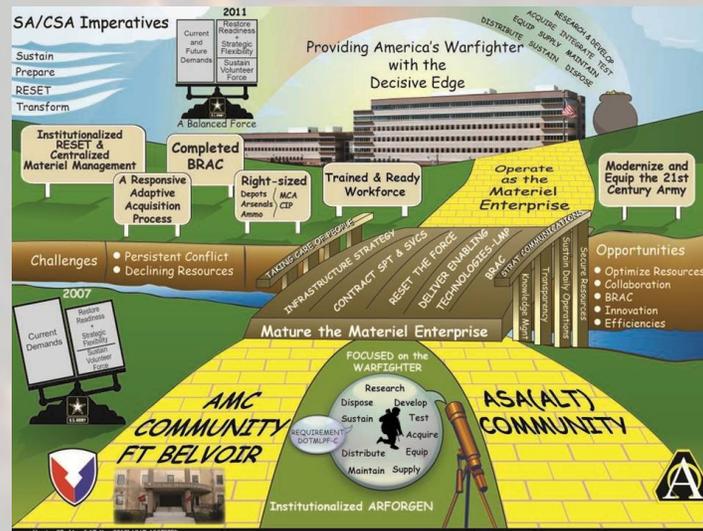


## OVERVIEW

AMC provides materiel readiness and serviceability of equipment in the Army. As a result, our efforts are vital to ensure the Army remains responsive, deployable, agile, versatile, lethal, survivable, and sustainable both today and for future during an era of persistent conflict.

AMC's assignment as Lead Materiel Integrator further highlights the expanded role the Command plays in supporting the Army Service Component Commanders and Combatant Commands (COCOMs) at the strategic level.

AMC followed the Chief of Staff of the Army guidance to put the Army organizations back in balance by 2011. The following 2008 depiction of the Commanding General's strategic focus was introduced and provided direction for the Command's way ahead.



Adapting our organization begins with the transformation of AMC in our new location at Redstone Arsenal thus a new strategic focus is introduced in our way ahead. This facilitates the opportunity to shift from a legacy organization into AMC of the future.

This document provides an overarching look at AMC accomplishments during our transition and identifies the Way Ahead through the current Strategic Plan. Additionally, the plan provides a look at the Commander's vision for ensuring a "Globally Networked Materiel Enterprise" in our future.

OVERVIEW

US ARMY MATERIEL COMMAND





# AMC VISION

## PROVIDE AMERICA'S WARFIGHTERS WITH THE DECISIVE EDGE!

Everything we do in AMC is focused on our desired end state of “**Providing America’s Warfighters with the Decisive Edge**”. In order to achieve this end state, we must:

- Collaborate with the Assistant Secretary of the Army for Acquisition, Logistics, and Technology (ASA(ALT)) and with our industry partners
- Focus on and meet the needs of the Warfighter
- Develop a mature Materiel Enterprise that will provide infinite opportunity for future requirements
- Focus on the priorities for AMC and our major subordinate commands as we move toward our desired future state



*Our global mission, multi-national responsibilities, and trans-regional supply chains describe a macro-environment that is leading us in the direction of **strategic unity of purpose**.*

GEN Ann E. Dunwoody  
AMC Commanding General  
February 2009

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US ARMY MATERIEL COMMAND

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# AMC MISSION

## DEVELOP, DELIVER, AND SUSTAIN MATERIEL TO ENSURE A DOMINANT JOINT FORCE FOR THE U.S. AND OUR ALLIES

AMC was established in 1962, combining the Army's technical services and industrial capabilities with a single focus — support to the Warfighter. Today, we define the Warfighter as not only Army Soldiers, but also our Joint partners in the Navy, Air Force, Marine Corps, and Coast Guard, as well as our Coalition partners and allies.

As the Army's Lead Materiel Integrator, AMC has been a technology leader throughout its history, developing everything from rations to rifles, helmets to helicopters, bullets to missiles and body armor. Since its inception, one of AMC's unique strengths is its organic industrial base. In addition to producing ammunition, weapons, and repair parts, AMC depots and arsenals repair, refurbish, and overhaul every type of major weapon system in the Army inventory. AMC has the critical mission of safely storing and disposing of the nation's stockpile of chemical weapons and also manages billions of dollars in Foreign Military Sales to our allies.

Throughout our history, AMC has continued to evolve, adapting to an ever-changing military environment. Even in the midst of change, the single constant has been the quiet dedication and professionalism of the people of AMC.

*We are Warfighter logisticians and supporters prepared to give the shirts off our backs and boots off our feet to support the fight.*

BG(P) Larry Wyche  
AMC Deputy Chief of Staff, G3/5



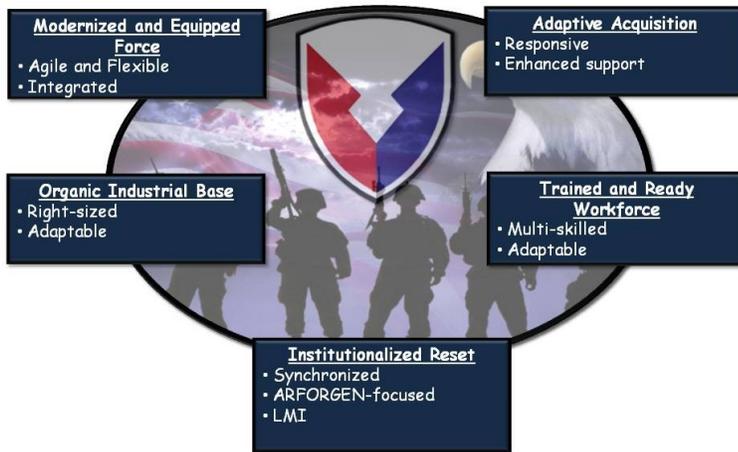
AMC MISSION

US ARMY MATERIEL COMMAND





# COMMANDER'S INTENT



The Commander's Intent focuses on reforming our materiel generating force in a manner similar to the transformation that occurred with our operating force. This intent moves us towards a materiel generating force that decreases response time, is agile and adaptable to the Warfighter needs. To comply with this intent, AMC reforms started with the adaption of our core competencies which serve as the overarching construct for imparting focus across AMC by providing unity of effort and unity of command. Our reforms extend into five key areas: **a Modernized and Equipped Force; the Organic Industrial Base; Institutionalized Reset; a Trained and Ready workforce; and Adaptive Acquisition.**

**tion.** The first area is **modernizing and equipping our forces.** In this we must become even more agile and flexible to support an operating force that has already transformed to fight during full spectrum operations. Our efforts in this area must be integrated with the operating forces. Our **organic industrial base** has been the backbone of the materiel enterprise and that is true today. However, reduction in resources across DoD requires that we look at ways to become more effective and efficient. This means we must transform the industrial base. **Institutionalized Reset** is clearly an AMC focus area. We take demand signals from FORSCOM and other Warfighters and then synchronize resources and materiel solutions to support and sustain these forces during full spectrum operations. Our approach in this area can be described as adaptive but now we must institutionalize our process and work harder to comprehensively synchronize with the Warfighter battle rhythm to reduce and eliminate additional requirements to our units and Soldiers. ARFORGEN was created to generate a pool of ready units, while improving predictability for Soldiers and Families. Our role in ARFORGEN establishes an extended window during reintegration of the Reset process. We continue to provide the services and infrastructure required by all commands to generate and project the force while sustaining the All Volunteer Force. The greatest resource AMC has is our **workforce.** We continue to develop a human resource strategy that will result in better retention of talented, multi-skilled employees with increased training opportunities and recruitment of the best and brightest to fill our ranks. This will provide us with an adaptive workforce ready to meet the Warfighter's needs. This effort leads into our final area of adaptive acquisition. Over the years, our **acquisition process** has proven to be slow and perceived as non-responsive to the Warfighter's needs. Changes must occur within this process to create the adaptability needed to respond in a timely manner that satisfies the Warfighter requirements with enhanced support on their timeline not ours.

As always, AMC is focused primarily on **"Providing America's Warfighters with the Decisive Edge!"**

COMMANDER'S INTENT

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## WHO WE ARE

AMC is the leading provider of materiel readiness to ensure a dominant joint force for the United States and our allies. As Lead Materiel Integrator for the Army, AMC’s global logistics mission is complex and spans the full spectrum of operations. While these responsibilities may be broad, AMC will always have just one priority –

*“Providing America’s Warfighters with the Decisive Edge”.*

As a tactical, operational and strategic enabler for the Army, AMC takes a “Concept to Combat” view of research, technology, acquisition, logistics, and materiel management. These critically important, interdependent functions are the heart of AMC’s efforts and the success of our men and women in uniform depends on how well we execute our mission.

With military and civilian employees worldwide, we have a global presence. Relying on the dedication of these Soldiers and civilians , AMC is the premier provider of materiel readiness, technology, acquisition support, logistics power projection and sustainment of our nation’s Warfighters.



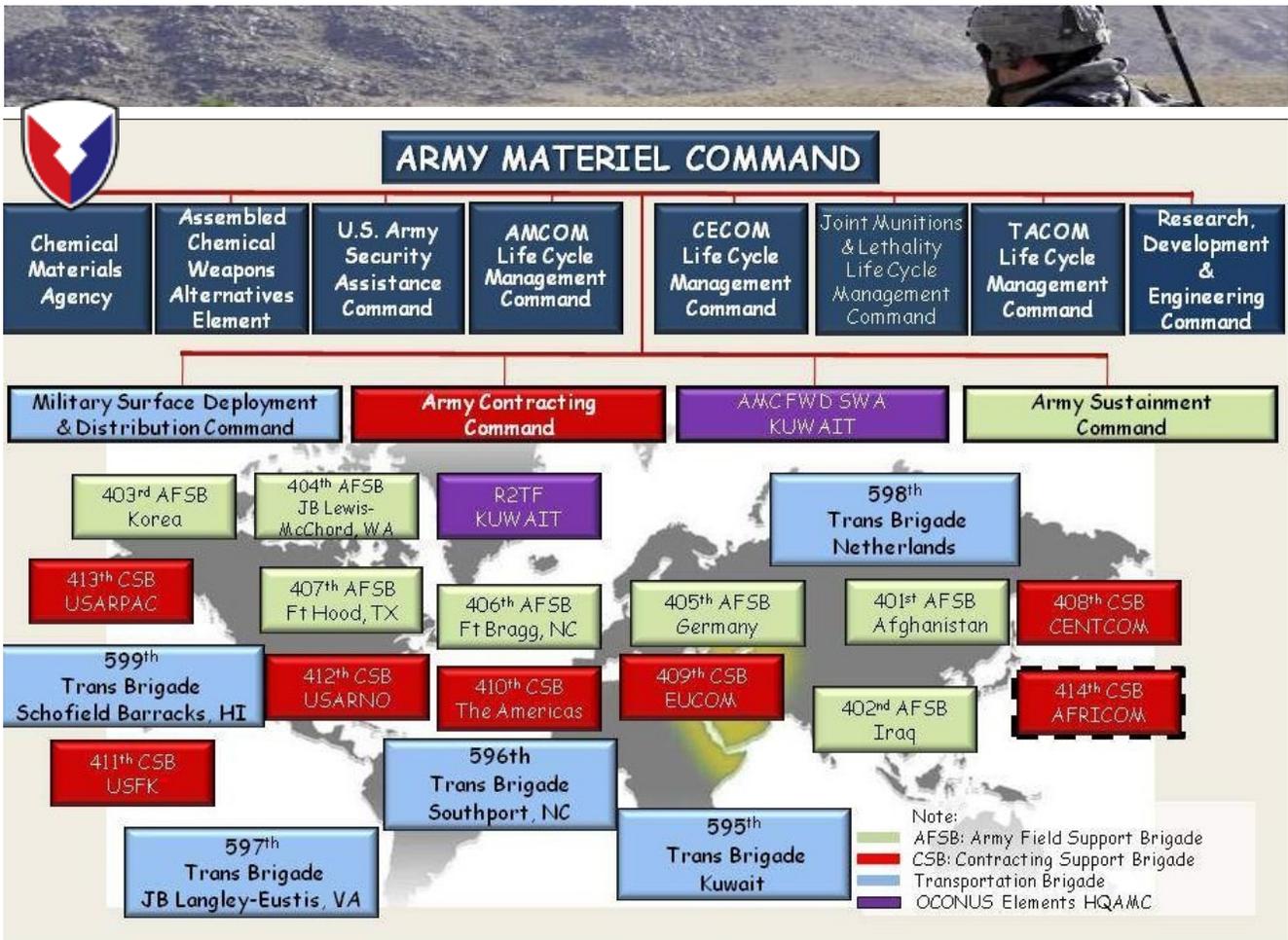
*Our task is to **create organizations that are sufficiently flexible and versatile** that they can take our imperfect plans and make them work in execution.*

Hon. John M. McHugh  
Secretary of the Army

WHO WE ARE

US ARMY MATERIEL COMMAND





AMC is the single Army Command for logistics. We are organized into Life Cycle Management Commands, referred to as LCMCs and Major Subordinate Commands (MSCs). In collaboration with the Assistant Secretary of the Army for Acquisition, Logistics and Technology, or ASA(ALT), and the U.S. Transportation Command, we provide integrated, end-to-end life cycle management, sustainment of systems/equipment, and provide transportation as well as distribution services to the Warfighter. We work closely with other Services and agencies within the Department of Defense to sustain U.S. and allied forces deployed worldwide.

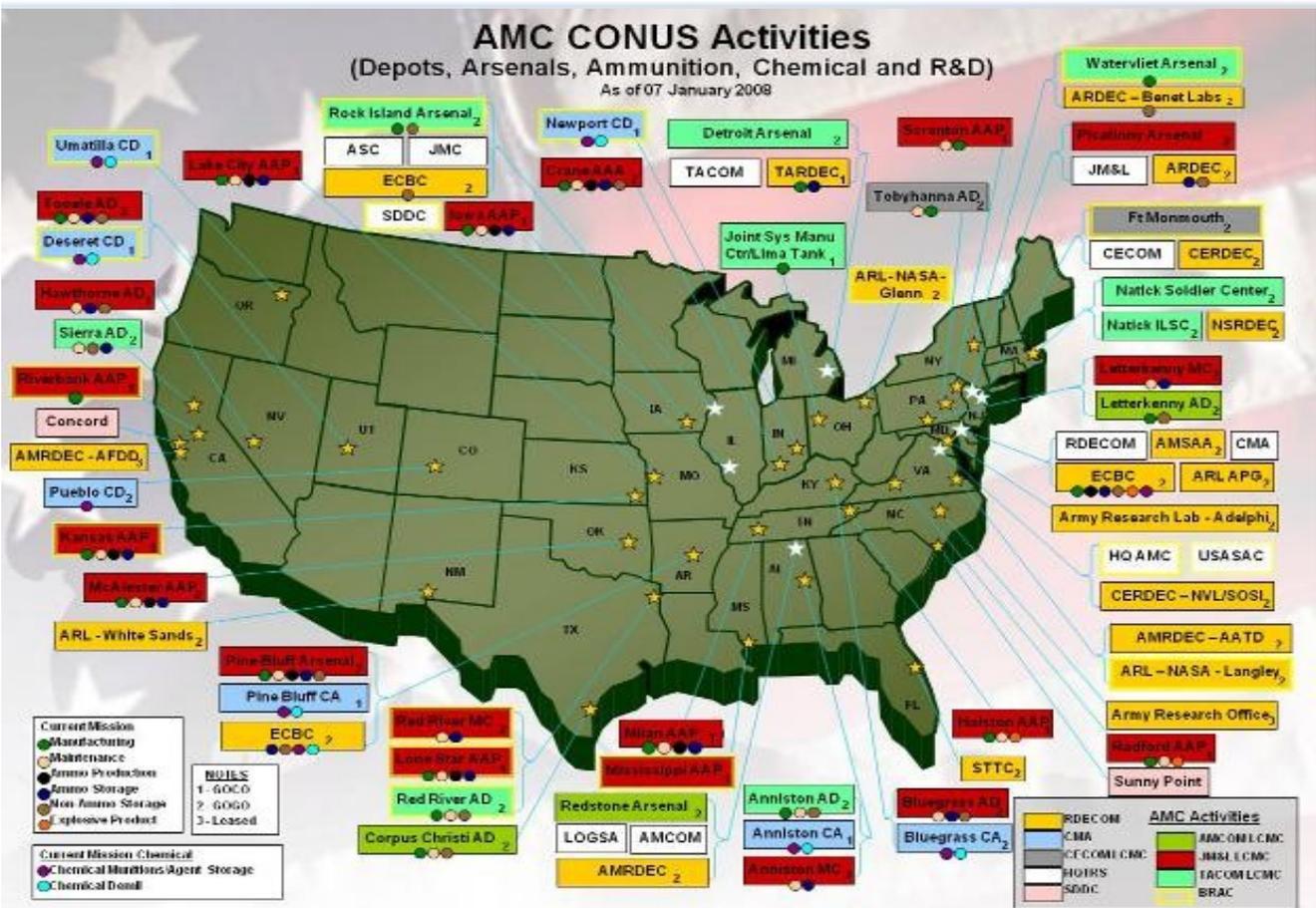
To meet the needs of the Warfighter, AMC has evolved: we adopted the LCMC concept providing a lifecycle management approach. We created Army Field Support Brigades. With the addition of ASC and SDDC we serve as the single point of integration between the tactical and the industrial base. Finally, we created the Army Contracting Command. These capabilities provide that critical link between the Warfighter and the Industrial Base.

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**US ARMY MATERIEL COMMAND**

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This map is indicative of AMC's impact and influence. We are a diverse organization geographically covering much of the continental United States. AMC was previously located at Fort Belvoir, VA; however, the BRAC 2005 realignment moved the organization to Redstone Arsenal, AL.

In addition to AMC's move to Redstone Arsenal, AL, we continue to have an impact in all 50 states and 155 countries. Manning these organizations is a work force of dedicated military and civilian employees, many with highly developed specialties in weapons development, manufacturing and logistics.

The distribution of AMC employees across the US remained fairly constant between FY2009 and FY2010 with Alabama and Texas remaining the top two states in terms of numbers of AMC civilians, Soldiers, and contractors. Alabama and Maryland both gained personnel due to BRAC moves, while New Jersey showed the largest BRAC-related loss of AMC people. Some of the states without a major AMC location or other Army installations are impacted by AMC people because deployed Soldiers or civilians have their families living in the states during the deployment.

WHO WE ARE

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## MAJOR SUBORDINATE COMMANDS AND THEIR RESPONSIBILITIES

**Army Sustainment Command (ASC) (Rock Island Arsenal, IL)** — synchronizes distribution and sustainment of materiel to and from the field for the Materiel Enterprise in support of the Warfighter.

**Aviation and Missile Command\* (AMCOM) (Redstone Arsenal, AL)**— ensures the Army’s aviation and missile systems are technologically superior, affordable, and always ready.

**Communications-Electronics Command\* (CECOM) (Aberdeen Proving Ground, MD)** — supports and sustains superior Command, Control, Communications, Computers, Intelligence, Surveillance, Reconnaissance (C4ISR) and information systems for the Joint Warfighter.

**Joint Munitions & Lethality\* (JM&L) (Picatinny, NJ)** — manages research, development, production, storage, distribution and demilitarization of all conventional ammunition.

**Tank-Automotive and Armaments Command\* (TACOM) (Warren, MI)** — develops, acquires, fields, and sustains Soldier and ground systems for the Warfighter.

**Military Surface Deployment and Distribution Command (SDDC) (Scott AFB, IL)** — provides single surface deployment/distribution for adaptive and flexible solutions that deliver capability and sustainment requirements on time.

**Research, Development and Engineering Command (RDECOM) (Aberdeen Proving Grounds, MD)** — provides the largest technology development efforts and critical system engineering capabilities.

**Chemical Materials Agency (CMA) (Aberdeen Proving Ground, MD)** — ensure safe chemical weapons destruction and secure chemical stockpile storage.

**Joint Munitions Command (JMC) (Rock Island, IL)** — manages the production, storage, issue and demilitarization of conventional ammunition for all U.S. military services.

**US Army Security Assistance Command (USASAC) (Redstone Arsenal, AL)** — develops and manages security assistance programs and foreign military sales cases to build partner capacity by supporting COCOM engagement strategies and strengthening global partnerships.

**Army Contracting Command (ACC) (Fort Belvoir, VA/Redstone Arsenal, AL)** — ensures contracting support to the Warfighter as mission requirements emerge and as the Army transforms and moves throughout the world.

**\*Life Cycle Management Command** — The purpose of LCMC is to integrate significant elements of acquisition, logistical, and technological responsibilities and authority to enable a closer relationship between the Army Materiel Command MSCs and the PEOs. This will provide an integrated, holistic approach to product development and system support.

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**US ARMY MATERIEL COMMAND**

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## Our Stakeholders

Critical to AMC’s overall success is our stakeholders. This includes all those who have an interest in the success of AMC: our customers, our strategic partners, and others. Our Senior Leadership’s interactions with our stakeholders as described below is of substantial importance. AMC will endeavor to build and maintain sound relationships with all our stakeholders through open communication.

### Customers

For our customers, we will develop and provide innovative, safe and high quality products and services that meet our wide variety of customer demands to ensure we meet our AMC Mission and Vision.

Our customers are our Warfighters, Joint Land Forces, Combatant Commands, and other DoD organizations and coalition partners.

### Workforce

For our workforce, we will respect and believe that our success is led by each individual’s creativity and excellent teamwork. We strive to provide fair working conditions and to maintain a safe and healthy work environment. Through numerous communication channels, we build a better workforce for AMC.

Our workforce are our Soldiers, our Civilian employees, and our Contractors.

### Strategic Partners

We respect our Strategic Partnerships that continue to provide us with future opportunities to create long-term relationships and realize synergy through shared responsibilities to providing the best opportunities for our Warfighters.

Some examples of our Strategic Partners are the Office of the Secretary of Defense; Joint Chiefs of Staff; Air Force, Navy and Marines; Assistant Secretary of Army for Acquisition, Logistics and Technology (ASA(ALT)); Headquarters, Department of the Army (HQDA); Army Commands; Army Reserve; Army National Guard; Army & Air Force Exchange Service; Air Force Materiel Command; Allied and Coalition Partners; Business and Industry Partners; Defense Commissary Agency; Defense Contract Management Agency; Defense Finance and Accounting Service; Defense Logistics Agency; General Services Administration; Marine Corps Materiel Command; Naval Supply and Services Command; Navy Exchange Service Command; Universities and Academic Partners; U.S. Transportation Command.

### Other Stakeholders

For our other stakeholders, we will constantly search for ways to improve our efficiencies to maintain good stewardship of their stake in our future success.

Our other stakeholders include Congress, the American taxpayers, Departments of State and Homeland Security, as well as Federal and State Agencies.

WHO WE ARE

US ARMY MATERIEL COMMAND





## WHAT WE DO

Since our inception, AMC's mission has included the life cycle management of materiel from research and development, through procurement and production, distribution and maintenance, and finally, disposal.

### AMC FOOTPRINT

After nearly a decade of war and rapidly evolving Warfighter requirements, we recognize the need to continue to transform and adapt. We must keep pace with the combat force by providing focused logistics that are fully-integrated, expeditionary, networked, continuous, and distributed across the full range of military operations. Each of our MSCs enables and contributes to the overall success of the Warfighter.

As seen below, the AMC footprint is evident throughout the world as indicated by the red dots. Through focused logistics our footprint can be adjusted, but it remains effective based on our ability to surge or realign assets. We have reduced our bases in Iraq from 300, large and small, to just over 50 in support of Operation New Dawn (OND). As we entered OND, we remained committed to helping build Iraqi capabilities and setting the conditions for other agencies currently in Iraq. Without losing focus of our responsibilities in Iraq, we realize Operation Enduring Freedom (OEF) presents AMC with a new set of challenges. Being land-locked, Afghanistan requires equipment to be routed through Pakistan — this causes a complex distribution environment due to a lack of visibility, political unrest, road conditions and theft of materiel. However, through the use of Asset Identification Technology (AIT) we are increasing our situational awareness regarding materiel distribution.



AMC Global Footprint

US ARMY MATERIEL COMMAND





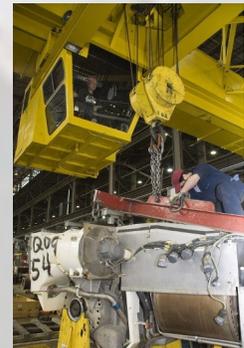
## ARFORGEN

ARFORGEN is defined as “the structured progression of increased unit readiness over time, resulting in recurring periods of availability of trained, ready, and cohesive units prepared for operational deployment in support of civil authorities and combatant commander requirements”. Adoption of this rotational model has created a need for adaptation. Adaptation of our organization, institutions and processes, and the enterprise of the future is essential to improve the generating force, reduce Soldier strain, and streamline processes to ensure good stewardship of the taxpayer’s money. Restoring balance to the Army is crucial and AMC has partnered with the Assistant Secretary of the Army for Acquisition, Logistics and Technology (ASA[ALT]) to take on an enterprise approach. Many of AMC’s initiatives are directly related to the adaptation of the ARFORGEN model to achieve strategic positioning.



With the growth of our forces, the drawdown in Iraq and the implementation of the ARFORGEN model, we are in a position to begin constituting such a force, to staff and equip it appropriately, and to train it for the full spectrum of operations.

GEN George W. Casey, Jr.  
Chief of Staff, Army



## RESET

AMC continues to significantly improve the Army’s equipment readiness rates through its Reset programs. AMC’s Sustainment-Level Reset effort for FY10 included over 1,700 tracked vehicles, 8,800 wheeled vehicles, 4,400 generators, 460 aircraft, and 4,800 missile systems. AMC’s Field-Level Reset Special Repair Teams repaired over 204,000 small arms, 64,300 night vision devices, and 49,500 SINCGARS radios.



WHAT WE DO

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## Lead Materiel Integrator

After the Army's adoption of the ARFORGEN model, AMC developed a new materiel management approach designed to effectively and efficiently distribute and redistribute materiel to support the generation of trained and ready forces. Moreover, this culture change and different way of doing business will foster open communication, improve collaboration and eliminate redundancies in materiel management. The critical feature of this new materiel management approach is the designation of AMC as the Army's Lead Materiel Integrator (LMI) which integrates all materiel stakeholders to source dynamic Army materiel demand signals to ensure the right equipment in the right quantity reaches Soldiers. Army materiel stakeholders, led by AMC, are continuing to develop business rules and best practices to allow AMC to assume the mission of LMI. Under this new concept, the LMI, in coordination with Army Commands (ACOMs), ASCCs, Direct Reporting Units (DRUs) and the Army Reserve National Guard (ARNG) and United States Army Reserve (USAR), will have the authority to direct the distribution and redistribution of materiel, to include excess, down to the UIC-AA level of detail. With a change of this magnitude, materiel managers need to know their roles under this new process; therefore, the development of these business rules will be a key to success. Simultaneously, the designation of the Logistics Information Warehouse (LIW) as the Army's authoritative materiel data repository has set in motion another analysis effort to determine the data and information sharing requirements for LMI. A parallel effort is underway to determine the best approach for developing a decision support tool that will integrate the Army's materiel demand signal with the data in LIW to produce an automated sourcing solution, automating a process that today is performed at multiple locations using disparate data sets, business rules and manual techniques. This new materiel management approach will minimize friction, reduce latency in distribution, and improve visibility and transparency of the materiel distribution process. In addition, our Army's authoritative materiel data repository, LIW, will provide a single window to this data for use by the entire Army materiel management community. Through the use of common data and by anticipating requirements, leveraging force flow and authoritative documents to forecast materiel requirements, the LMI will improve Army readiness by synchronizing the distribution and redistribution of materiel in support of ARFORGEN readiness aim points. Overall, this new materiel management approach will produce cost savings over time as the Army consolidates and synchronizes materiel management under one headquarters.

*AMC enters the second decade of the 21st century as an organization that is fundamentally different from what it was just 10 years ago.*

CG, AMC

**US ARMY MATERIEL COMMAND**



WHAT WE DO



## Responsible Reset—Responsible Drawdown

**Responsible Reset is the Materiel Enterprise’s (ME) coordinated effort** to methodically plan and execute the timely retrograde, repair, redistribution and/or disposal of non-consumable materiel, as well as standard and non-standard equipment (NSE).

**Responsible Reset is not synonymous** with or limited to equipment reset of Class VII end items as defined in the Army Force Generation (ARFORGEN) cycle. Reset encompasses end-to-end processes (to include the ARFORGEN Reset cycle) that begin with AMC assuming property accountability of materiel and equipment from redeploying units and ends with ultimate disposition of materiel and equipment (inventory replenishment, long-term storage, return to unit, foreign military sales (FMS) or disposal).

**Responsible Reset must be** synchronized with theater drawdown effort and the Army’s future force construct to optimize both the cost and time frame within which the ME regenerates the Army’s combat power.

Responsible Reset is executed in three phases:

Phase I: Establish the R2TF

Phase II: Synchronize Drawdown and Reset operations

Phase III: Rapid rebuild of Army combat power





## Field Support Structure

Beginning in May 2004, AMC was designated as the primary sustainer of Non-Standard Equipment (NS-E) rapidly fielded in Southwest Asia (SWA) in support of OIF/OEF. The initial majority of approximately 65 lines supported were procured by the Rapid Equipping Force (REF). Currently, AMC's forward repair activities are providing "in theater" repair for over 200 non-standard lines for REF and various other customers, including Program Managers (PMs), units, and other services. In OEF/OND, there are over 1.2M pieces of NS-E worth over \$4.3B. With the onset of the retrograde drawdown, AMC activities have diligently provided pre-determined disposition instructions for over 330,000 items turned in at the Retrograde Property Assistance Team (RPAT) yard. This equates to over 3,500 lines which are imbedded in the Materiel Enterprise Non-Standard Equipment Database (MENS-E) which was designed to provide an interim solution for NS-E visibility. AMC-provided disposition instructions for NS-E have grown from the earlier count of 1,500 plus NS-E lines to the current count of over 3,500 lines. The MENS-E database also captures information on warranty data, unit costs, repair sites, floats, and other vendor information. Our latest NS-E accomplishment will be the MENS-E "Virtual Mall" which will provide Army-wide capability to procure excess NS-E returned from SWA.

*"Discovery consists of seeing what everybody has seen and thinking what nobody else has thought."*

~ Jonathan Swift



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WHAT WE DO





## Field Level Maintenance

Our Army Field Support Brigades (AFSBs) provide the single face to the field for AMC sustainment logistics, forming a Materiel Enterprise that integrates acquisition, logistics and technology to protect, equip and sustain joint and coalition forces supporting Operation Enduring Freedom (OEF) and Operation New Dawn (OND).

AMC's Army Sustainment Command synchronizes distribution and sustainment of materiel to and from the field for the Materiel Enterprise (ME) in support of the Warfighter. On order, ASC executes Logistics Civil Augmentation Program (LOGCAP) to bridge sustainment capacity gaps during contingency operations. The command accomplishes its mission by operating in four principal functions: field integration of the materiel, managing LOGCAP support when required, materiel management, and maintenance of army prepositioned stocks (APS). The business of ASC requires the work of 73,000 dedicated military, civilian, and contractor personnel and involves the management of \$8 billion of the Army's budget in FY 2010. ASC personnel and organizations operate in nine countries and across the United States. This past year, the command's 401st AFSB was instrumental in enabling the surge in support of Operation Enduring Freedom (OEF), integrating systems involving government-furnished equipment (GFE), retrograding equipment battle losses, and maintaining theater provided equipment (TPE).



WHAT WE DO

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## Depots, Plants and Arsenals

AMC Maintenance Depots achieved revenue of \$6.2 billion in FY10, the second highest annual revenue in history. In support of OIF/OEF, our depots completed 71,044 items, including 77 aircraft; 2,581 tanks and tracked vehicles; and 7,791 tactical wheeled vehicles. Our depot maintenance contractors completed another 22,679 items, for a total of 93,723 items completed during the Fiscal Year (FY). In addition, our depots fielded special repair teams to unit home stations to accelerate the reset process for selected small arms, chemical-biological, and communication-electronics equipment. These teams alone completed 525,511 inspections and repairs during FY10. Despite this tremendous increase in output (nearly triple that of pre-OEF/OIF years), we have also stayed well within the Congressional mandate to contract no more than 50% of depot maintenance work in a fiscal year. For FY10, our organic share of the work was 57.7%, with contract at 42.3%.



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## Reforming the Industrial Base

The Army is often divided into the operating force and the generating force. The operating force consists of the numbered armies, corps, divisions, brigades, and battalions that execute full spectrum operations around the world. The generating force is that part of the Army whose primary purpose is to generate and sustain operational Army units. It provides various functions, to include providing the necessary infrastructure to raise, train, equip, deploy, and ensure the readiness of America's forces. Our organic industrial base is a key part of the generating force. It also provides our forces with the ability to ramp up OPTEMPO quickly in time of war. The industrial base provides world-class equipment and logistics for the Army.

Over the past decade, a battle-tested operating force has experienced numerous changes that resulted in lighter, faster, agile and adaptable forces ready to conduct full spectrum operations. Likewise our generating force, to include the industrial base, has undergone changes that result in an even greater responsive and adaptable capability for our forces. For example, our maintenance depots have increased production efficiencies, shortened their repair cycle times, invested in new technology, and improved their expertise in new processes and weapons, making themselves competitive sources of repair for new programs. Increased emphasis on identifying and funding Core workload requirements, and on tying Core requirements more closely to current and projected ARFORGEN requirements, ensure that our peacetime skill sets and capabilities are sufficient for ramping up to meet contingency operations. Our Core requirement calculations also provide the increased efficiencies and responsiveness that come from a more stable planning window. Post OIF/OEF, when projected total depot maintenance workload will decline significantly (though not to pre-OEF/OIF levels), these efficiencies will become even more critical. New management strategies, OEF/OIF lessons learned, investment, and legislation provide us with valuable tools to manage our organic industrial base that we did not have in the 1990's. We can use these tools to better manage our weapon system life cycle and our organic industrial base, and significantly improve them, even in an era of declining budgets.



*"If a soldier shoots it, drives it, flies it, wears it, communicates with it, or eats it, AMC provides it."*

DCG, AMC  
2010





## Condition-Based Maintenance

The Aviation and Missile Command (AMCOM) is playing a key role to improve maintenance, sustainment and availability of current and future aviation systems through a program called condition-based maintenance (CBM). Current aviation maintenance is generally scheduled based on a set number of days or flight operating hours. However, the use of CBM includes advanced technology tools that give diagnostic and system health information, maintenance is performed when needed and not just when a certain amount of time has passed. This will help reduce the number of time-specific inspections and preventative maintenance, extend the amount of time between overhauls, and provide better prediction of component failures. The end result is smarter, more proactive maintenance scheduling while continuing to ensure the safety of our aviation crews. Condition-based maintenance, which is also being used with ground systems, will provide the Army with a predictive, proactive and reliability-centered maintenance program. The result is improved system availability and readiness.

## Fleet Management Expansion

AMCOM Fleet Management Expansion (FMX) program was established at Fort Eustis, VA in October of 2009 in order to provide aviation maintenance in support of the United States Army's



Aviation Logistics School. Within the first year of the AMCOM FMX program support, a cost savings/cost avoidance of \$6.3 million to the Training and Doctrine Command (TRADOC) was achieved. Customer satisfaction was at 100% and Mission Essential Training (MET) training was accomplished. At Fort Bliss, TX the AMCOM FMX program was implemented prior to the December 2009 Air Defense Artillery School's move under BRAC to Fort Sill, OK. During the massive move of over 300 mission essential items, no incident or negative impact to training was experienced and the overall readiness rate of 90% was consistently held. Now fully supported by the AMCOM FMX program, the readiness rate has steadily held above 95% with a customer satisfaction rating of 100%. Currently the Ordnance Missile Electronic and Munitions School (OMEMS) at Redstone Arsenal, AL is in the process of moving under BRAC to Fort Lee, VA where the AMCOM FMX program will be responsible for all the field level maintenance of \$350 million worth of high-tech electronic missile equipment.

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## Logistics Modernization Program

The Logistics Modernization Program (LMP) reached full deployment at AMC in October 2010 after implementation at TACOM, JM&L, and ASC. LMP now supports over 21,000 users performing AMC missions such as depot maintenance, supply management, demand planning, Reset, Recap, Army Working Capital Fund (AWCF) financial management, depot field support, munitions production, arsenal manufacturing, War Reserve management, AFSBs, and retrograde management.

The LMP is the Army's first major Enterprise Resource Planning (ERP) system to reach full deployment. AMC's focus will now shift from deploying the system to continuing to drive business process and policy change by leveraging the capabilities in LMP in order to realize the benefits of the integrated system data.

AMC's CIO/G-6 oversaw the successful execution of LMP 3<sup>rd</sup> Deployment to the remainder of the AMC Special Installation sites. This final deployment connects the Command's industrial base into the Army's Enterprise Resource Planning (ERP) framework. In addition to the deployment, AMC is continuing to influence the Army's strategic direction for ERP, planning how these new capabilities will be used to influence and inform situational awareness and resource planning.





## Directorate of Logistics

The transfer of Directorates of Logistics (DOL) to AMC from Installation Management Command (IMCOM) is a direct result of redundant, inefficient and excessive logistic support systems and contracts at installations throughout the world. Through realignment, the Army will achieve better productivity and savings for installation DOL support functions currently being executed and managed by IMCOM while seeking gain in efficiencies in support of Army Force Generation (ARFORGEN). The basic functions transferring include: field and sustainment level equipment maintenance, installation ammunition supply/maintenance, installation supply to include organizational clothing and individual equipment (OCIE), Class IX, Class II, and Class III (package), dining facility operations, and installation transportation.

The transfer will enable AMC to:

- Support surge requirements through Field Logistics Readiness Centers (FLRC)
- Establish one source of repair and materiel support by eliminating redundant maintenance support programs
- Improve management and maintenance of Left Behind Equipment (LBE)
- Eliminate redundancies in logistics contracts and reduce contract management costs by creating a standard acquisition strategy called Enhanced Army Global Logistics Enterprise (EAGLE)
- Improve the effectiveness of installation ammunition supply missions
- Leverage technical expertise and supply chain management capabilities

The end-state is to link installation logistics to AMC's technical, industrial and logistical base maximizing utilization of maintenance capacity and capabilities.

## Operational Contract Support

The most significant Army contracting restructuring effort has been the establishment and full operational capability of the Army Contracting Command (ACC) and its subordinate commands, the Expeditionary Contracting Command (ECC) and the Mission and Installation Contracting Command (MICC).

The ACC enterprise leverages approximately 70 percent of Army contracting assets and better prepares the Army to support expeditionary operations. The Army's selection of contracting officers to join the ranks of our General Officer corps is a visible demonstration of the Army's commitment to increase the credibility of Army expeditionary contracting operations. The Army Contracting Command (ACC) Rock Island Contracting Center (RICC) provided reach-back contracting capability and worked in direct coordination with Operation New Dawn (OND) and Operation Enduring Freedom (OEF) theater commanders to ensure their contracting support needs were met.

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**US ARMY MATERIEL COMMAND**

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## Foreign Military Sales

U.S. Army Security Assistance Command (USASAC) leads the AMC Security Assistance Enterprise for the purpose of developing and managing security assistance programs and Foreign Military Sales (FMS) cases to build partner capacity. This effort ultimately serves to support Combatant Command (COCOM) engagement strategies and to strengthen U.S. Global partnerships. Among its principal functions, USASAC is the Army's lead agent in FMS. Along with other forms of security assistance, the command constitutes a multi-billion dollar business, operating in over 140 countries with more than 4,600 cases open. In Afghanistan alone, USASAC has disbursed \$17.4 billion to equip the Afghan security forces. Iraqi national forces have received \$5 billion thus far in support of U.S. strategic goals. USASAC is also at the forefront of capitalizing on new and emerging strategic opportunities. For example, USASAC has joined with Africa Command (AFRICOM) to establish new partnerships with states in the African theater of operations.



## Director Of Information Management (DOIM) to NETCOM Transfer

AMC established the Command's framework for centralizing delivery of C4IM Baseline Services in the Network Enterprise Centers (NEC), managed under Army Cyber Command (ARCYBER). This move is aligned with the Army's overall transformation to an enterprise focus, and is specifically targeted to achieve the Army's Global Network Enterprise Construct (GNEC). The successful transfer of DOIM functions to the NEC will enable enterprise visibility of the network, standardized service delivery, and a great level of network security.

## Automatic Identification Technology (AIT)

AMC continued deployment of an AIT solution that improves data accuracy, increases efficiency, and reduces operating costs. At Tobyhanna Army Depot (TYAD) we designed, developed, and deployed the first instance of the AIT capability, connecting the automated data feeds into the LMP program. Upon success at TYAD, AMC will continue deployment across AMC Special Installations.





## Stand up of Soldier, Civilian, Family Wellness Division

As a result of an alarming increase in Army Soldier and Civilian suicides since December 2008, AMC recently realigned the G-1 to make Soldier, Civilian and Family Wellness a stand-alone division providing oversight and management of the myriad of Army programs available for our workforce and their families. Four positions have been allocated to stand up the Wellness Division (Wellness Division Chief, Quality of Life Program Manager, Suicide Prevention and Substance Abuse Program Manager, and Fitness and Resiliency Coordinator). Future “stretch goals” call for the addition of a dietitian and a strength and conditioning coach to tailor individual diets and exercise programs.

## Comprehensive Soldier Fitness

Soldier issues, and not Civilian and Family Member issues were the initial focus as the Comprehensive Soldier Fitness and Suicide Prevention Task Forces initially stood up. However, with AMC’s support and voice, both Civilian and Family Member issues are starting to come to the forefront. Due to the generosity of the Comprehensive Soldier Fitness Task Force (CSFTF) and singularly outstanding efforts of individuals from the CSFTF, AMC has been able to train 58 Soldiers and Civilians at the University of Pennsylvania since September 2010. As AMC moves forward, we are incorporating civilians into training and educational opportunities previously geared to only Soldiers, such as customizing the suicide prevention training by creating civilian vignettes and arranging for civilians to attend the new Master Resiliency Training courses as part of our overall effort to improve wellness. We have been engaged with the leadership of the Comprehensive Soldier Fitness program and our joint efforts will begin to pay dividends as we grow our cadre of Master Resilience Trainers and incorporate resiliency into our training programs. These breakthroughs will provide our diverse workforce some very unique experiences and opportunities for growth.

*“The resilience skills are important for the long-term health of this Army and sustaining this all-volunteer force over the long haul.”*

Gen. George W. Casey Jr.  
Chief of Staff of the Army  
10 Apr 2010



WHAT WE DO

US ARMY MATERIEL COMMAND





## AMC Way Ahead



As we look to the future with our strategic focus, we must take a fundamentally different approach to the way we do business. This approach will maximize efficiencies, eliminate redundancies and prepare us for an era of persistent conflict characterized by declining resources, uncertainty and complexity. Our goal is a lean, globally networked materiel enterprise that generates trained and ready forces in support of the Army’s ARFORGEN cycle. To accomplish this goal, we must focus on our enduring core competencies – equip, sustain , integrate, and enable. This will allow us to achieve the following initiatives as we link them to our way ahead:

- Enabling and sustaining security assistance
- Reforming our acquisition, contracting and R&D processes
- Continuing to evolve as lead materiel integrator for the Army
- Pursuing conditions based maintenance across our air and ground fleets
- Building an enterprise network that enhances collaboration
- Modernizing our industrial base
- Continuing to champion the civilian workforce

While our future operating environment may be uncertain, one fact will never change: Our people will always remain our greatest resource. Through our ability to collaborate, innovate and rapidly adapt, we will achieve our vision - ***“Providing America’s Warfighters with the Decisive Edge.”***





## Strategic Way Ahead

In 2007, AMC began the process of executing the 2005 Base Realignment and Closure (BRAC) decision necessitating the movement from Fort Belvoir, VA, to Redstone Arsenal (Huntsville), AL. For the last four years, our staff has worked as a split operation between the two locations. This coordinated endeavor has required a massive amount of time and effort to continue seamless operations. Additionally, BRAC requirements have affected others in AMC such as Army Communications-Electronics Command, Military Surface Deployment and Distribution Command, and Army Security Assistance Command.

With the change in operational location, AMC's Senior Leaders have undertaken an evaluation to define our areas of influence and setting Strategic Goals and Objectives so we will be positioned to meet the demands of the future. The result is our Strategic Plan, which effectively aligns our efforts for the next five years. However, we are also well aware of the immediate actions required over the next two years, and have created our AMC Campaign Plan. This Plan is synchronous and fully nested within the Army Campaign Plan and associated DoD documents. Within this Plan, there are clearly defined Lines of Effort with measurable and sustainable metrics to ensure we meet the Vision: **"Providing America's Warfighters with the Decisive Edge!"**

*"Planning is bringing the future into the present so that you can do something about it now"*

Alan Lakein





## Purpose

Our AMC Strategic Plan is to direct our efforts toward the Strategic Goals and Objectives required in order to implement the Command's Mission, Vision and Intent. This plan is grounded in the fundamental concepts of Core Competencies and Strategic Goals.

This Plan identifies those farther reaching initiatives that will lead to AMC's transformation while adapting to meet the future needs of the Army. As we look forward, it becomes important for us to break these efforts into achievable and relevant areas of accomplishment. Thus, we have designed the Strategic Plan to progress toward Near-, Mid- and Long-Term goals. Additional information is supplied in subsequent pages of this document. However, the impact is substantial in ensuring that this and other plans remain relevant to future efforts.

In addition to our Strategic Plan, to ensure we have relevancy toward Near-Term Strategic Goals and Objectives, a Campaign Plan will be initiated to include measurable and quantifiable actions required to meet the defined endstates. The Campaign Plan will emphasize the use of the Lines of Effort that are nested with our higher headquarters' directives, guidance and plans, as well as with each of our MSCs, to ensure overall success.

As with all planning documents, these will be used to reinforce those actions required to **"Provide America's Warfighters with the Decisive Edge."**





## Developing Our Strategic Plan

The map for our strategic journey will be the AMC Strategic Plan. After review of Army Regulation 10-87 and the continuous review of the Army Campaign Plan, for which AMC has the lead on various Major Objectives, we identified four overarching Core Competencies that encompass all of our AMC Major Subordinate Command functions.

Core Competencies are an aggregate set of activities that a given organization does qualitatively better, in terms of outputs and processes, than rival organizations; that advances the fulfillment of the corporate vision; and that has enduring value with customers. (C.K. Prahalad and Garm Hamel, 1990)

This plan articulates our Core Competencies and Lines of Effort (LOEs), and is nested in and complements the Army's goals and objectives. Our four core competencies are:

1. *Equip* — To provide the Army with materiel and technology needed to equip units for full spectrum operations in support of the ARFORGEN process
2. *Sustain* — To maintain, repair, replenish, distribute and retrograde materiel required to sustain the Army through an era of persistent conflict
3. *Integrate* — To incorporate all Army materiel and logistics initiatives into an integral whole
4. *Enable* — To provide MSCs with the opportunity, authority, and resources to fulfill their mission in support of the Army and the Warfighter

These Core Competencies promote unity of effort and synergy internal and external to AMC, thus creating a truly integrated approach to the materiel enterprise and logistical operations. Additionally, they provide domain-wide visibility required to see requirements, resources and capabilities to support America's Warfighters during the full spectrum of operations.





## Building of Strategic Goals

### Vision: Provide America's Warfighters with the Decisive Edge



WAY AHEAD — STRATEGIC PLAN

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US ARMY MATERIEL COMMAND

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## Pathway to Achieving AMC Vision Over Three Periods of Time (Near-, Mid- and Long-Term)

Rarely has an organization achieved its desired vision overnight. It takes commitment and dedication at all levels from across the organization and this takes time. This section of the Strategic Plan outlines the separate but continuous time periods that collectively allow AMC to “**Provide America’s Warfighters with the Decisive Edge**”.

### Near-Term (2011-2013)

The first period of time is identified as the Near-Term or 2010-2013 (Campaign Plan). The Near-Term objective is identified appropriately as “Maintaining Our Combat Edge”. Over the past ten years, AMC has developed capabilities and transformed and adapted our structure and industrial base to meet the needs of the Soldier and our Warfighting formations. These efforts have allowed us to respond to demand signals by providing the materiel needed in a timely manner while equipping and sustaining our forces during full spectrum operations. Over the next 24 months we cannot consider our involvement complete; we must take the next step toward identifying what is needed from across the Command and our Materiel Enterprise to ensure America’s Warfighters maintain their combat edge. This includes ensuring that our support transcends all phases of operation and is transparent to the Warfighter. Our efforts must be nested with the other Army Core Enterprises and complimentary of ASA (ALT) efforts. We must codify our role as the Army Lead Materiel Integrator and improve the effectiveness and efficiency of the Materiel Enterprise. Finally, we must posture AMC for the next phase of transformation and adaptation. This time period allows us to move to the next stage of planning when we have met the following conditions:

- Nesting of our AMC Plan and support within the Army Campaign Plan for the Army Core Enterprises and other DoD Agencies to improve AMC’s ability to support the Warfighter by performing equipment reset and materiel integration in support of ARFORGEN, sustainment of units during Full Spectrum Operations and providing Capability Based Solutions.
- Continuing to mature the Materiel Enterprise and codifying AMC’s roles and procedures for serving as the Army’s Lead Materiel Integrator.
- Completing the transfer of Special Installations to IMCOM.
- Completing the transfer of DOL to AMC.
- Completing Fleet Management Expansion (TRADOC).
- Identifying AMC changes required across DOTMLPF to support the future force (setting the conditions for AMC’s start of the next phase of transformation and adaptation).

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**US ARMY MATERIEL COMMAND**

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### Mid-Term (2013-2020)

The Mid-Term covers the period 2013-2020 and is best described as “Transforming from Legacy to the Future”. Many will say we have been transforming for the past 15 years and there would be agreement. However, transformation means change and we must continue to change to meet the needs of the Warfighter. If we do not change, we will become irrelevant to America’s Warfighter and irrelevant as an organization. It must be asked of all: what must we do to provide even greater levels of support and capability to the Warfighter in the future? What does this mean in terms of organizational requirements, infrastructure, capabilities and information systems changes? These changes will serve as the foundation for the next phase of AMC transformation. This time period allows us to move to the next stage of planning when we have met the following conditions:

- Completing the movement from a legacy AMC to the future AMC based on requirements identified across DOTMLPF during the Near-Term period.
- Continuing to mature the Materiel Enterprise.
- Revamping the Command’s information operations systems to achieve information superiority.
- Setting the conditions for movement to Full Spectrum Dominance and Materiel Overmatch.

### Long-Term (2020 and Beyond)

The final time period is known as the Long Term, covering 2020 and beyond. This is clearly the most challenging of the three time periods. It is difficult, at best, to determine what capabilities and resources will be required of AMC but it is not hard to see where some of the technologies are driving us with the introduction of electric vehicles, information systems, and reduction in greenhouse gases. Rapid production and fielding of these items reduces cost, by making these capabilities available to all. Therefore, the Long Term must be categorized as Full Spectrum Dominance and Materiel Overmatch. In order to “**Provide America’s Warfighters with the Decisive Edge**”, we must have total dominance of the materiel domain. This time period allows us to move to the next stage of planning when we have met the following conditions:

- Integrating of new technologies and capabilities in order to achieve Full Spectrum Dominance and Materiel Overmatch. This phased strategic planning approach provides an ability to be continually flexible to changing requirements and needs with an overall emphasis on long-range planning and complete relevance. Without this deliberate planning approach, our current competitive edge may become archaic.





## LINES OF EFFORT

**Lines of Effort (LOEs)** link multiple tasks with goal-oriented objectives that focus efforts toward establishing end state conditions. Using Lines of Effort is essential in planning when positional references to an enemy or adversary have little relevance. In operations involving many nonmilitary factors, Lines of Effort may be the only way to link subordinate unit tasks with objectives and desired end state conditions. Lines of Effort are often essential to helping commanders visualize how military capabilities can support the other instruments of national power. They are a particularly valuable tool when used to achieve unity of effort in operations involving multinational forces or civilian organizations, where unity of command is elusive if not impractical. (See FM 3-07, Appendix B)

Our LOEs link multiple tasks with goal-oriented objectives that frame our concept of operations. They are nested within our core competencies and provide a unity of effort across the staff and through the MSCs.

AMC has five LOEs, three focused on lifecycle and two foundational.

### **Lifecycle Focused:**

LOE#1: Perform Equipment Reset and Materiel Integration in Support of ARFORGEN

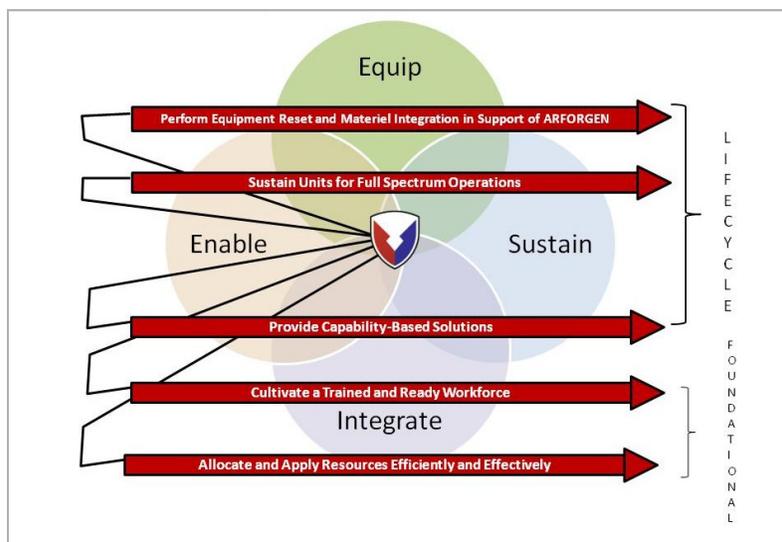
LOE#2: Sustain Units for Full Spectrum Operations

LOE#3: Provide Capability-Based Solutions

### **Foundational:**

LOE#4: Cultivate a Trained and Ready Workforce

LOE#5: Allocate and Apply Resources Efficiently and Effectively





## NEAR-TERM GOALS AND OBJECTIVES

1. Perform **Equipment Reset & Materiel Integration** in Support of Army Force Generation (ARFORGEN)

Lead: AMC G4

Strategic Goal: Restore strategic depth by rebuilding unit capability and readiness during the ARFORGEN process.

### Campaign Objectives:

1. Equip units in support of ARFORGEN. (G4)
2. Execute materiel integration functions. (G4)
3. Enable the Reset process. (G4)

2. **Sustain Units** for Full-Spectrum Operations (FSO)

Lead: AMC G4

Strategic Goal: Provide materiel solutions and sustainment to units during full spectrum operations.

### Campaign Objectives

1. Synchronize Sustainment Support. (G4)
2. Integrate Army-wide Materiel Distribution/Redistribution. (G4)
3. Sustain Fleet Readiness. (G4)





## NEAR-TERM GOALS AND OBJECTIVES

### 3. Provide **Capability-Based Solutions**

Lead: AMC G3/5

Strategic Goal: Focus on identified capability needs, determine gaps and develop capability-based solutions needed to support Warfighter requirements.

#### Campaign Objectives

1. Exploit and leverage existing concepts, capabilities and technologies to accelerate these resource informed solutions to meet immediate Warfighter needs. (G5)
2. Maintain an adaptive, responsive, innovative, and effective organic industrial base ready and relevant to meet the needs of the Operating and Generating force. Determine appropriate resizing for our organic industrial base for DoD. (G4)
3. Develop and improve logistic automation that enables domain-wide visibility to support rapid and precise response to Warfighter requirements. (G6)
4. Plan for and develop capabilities that allow AMC to decrease response time, create agility and adaptability required by the Warfighters. (G5)

### 4. Cultivate a **Trained and Ready Workforce**

Lead: AMC G1

Strategic Goal: Build and sustain a professionally trained and ready workforce of agile and adaptive leaders and multi-skilled team members, to include Soldiers and Ci-

#### Campaign Objectives

1. Build and sustain a multi-skilled workforce with the knowledge, capabilities, skills and opportunities to successfully and innovatively provide American's Warfighters with materiel and capability based solutions during Full Spectrum Operations. (G1)
2. Provide continuing education and training opportunities (resident and non-resident) for our workforce. (G1)
3. Sustain a healthy, fit, and ready workforce. (G1)
4. Promote and facilitate safety in everything we do. (Wellness Office)





## NEAR-TERM GOALS AND OBJECTIVES

5. Allocate and **Apply Resources Efficiently** and Effectively

Lead: AMC G8

Strategic Goal: Become a more efficient, effective and cost-conscious Command.

### Campaign Objectives

1. Conduct front-end assessments to inform FY 2012 budget requests and reduce excess and duplication across AMC. (G8)
2. Shift overhead cost to force structure and force modernization accounts. (G8)
3. Complete the migration of all DOLs worldwide (including personnel and funding) to AMC and complete the transfer of AMC Special Installations to IMCOM. (G4)
4. Transfer of Training and Doctrine Command's field level maintenance mission of training equipment to AMC. (G4)



*“Strategic planning is a challenging, but necessary, endeavor for any organization, small or large. For the U.S. Department of Defense (DoD) it is a sacred responsibility to the Nation.”*

Douglas C. Lovelace, Jr.  
Thomas-Durell Young





## MID-TERM STRATEGIC GOALS

Strategic Goal #1 Transform AMC organizations and processes to support the future force. (G3/5 Lead)

Strategic Goal #2 Leverage Information Technology to Achieve Information Superiority for Materiel/Logistics Integration and Support Operations (G6 Lead)

**Objective 1:** Implement future Logistics Concept Plans such as Focused Logistics and Sense and Respond Logistics in support of Full Spectrum Operations. (G5)

**Objective 2:** Conduct Warfighter Exercises and Experimentation to validate and refine logistics support concepts, and doctrine. (G3)

**Objective 3:** Plan/Program for resources to support this transformation of our organizations and processes. (G8)

**Objective 1:** The effective linkage of all logistics functions and units through advanced information systems that integrate real-time total asset visibility with a common relevant operational picture across DoD, Interagency and Multinational. (G6)

**Objective 2:** Instant Response to the Warfighter; Always connected/total knowledge/domain-wide assessment and decision superiority support tools. (G6)

**Objective 3:** Reduce the number of data base applications (172 run by AMC) that provide information on the same functions and are not collaborative and accessible with other materiel and logistics organizations. (G6)





## MID-TERM STRATEGIC GOALS

Strategic Goal #3 Provide Innovative Solutions for capability gaps determined by Army, Joint, Interagency and Multinational Forces (G3/5 Lead)

Strategic Goal #4 Develop Infrastructure Solutions to address Future Requirements and remain relevant to support Full Spectrum Operations (G4 Lead)

**Objective 1:** Develop technological, organizational and conceptual innovation to provide America’s Warfighters with the decisive edge. (G5)

**Objective 2:** Transition new technologies into new operational capabilities and fill capability gaps. (G5)

**Objective 3:** Establish/implement an effective continuous learning model that promotes the evaluation, interaction and exchange of goals, operational lessons, exercises, experiments and simulations. (G3)

**Objective 4:** Assist DA to refine the APS 2015 Strategy to support full spectrum operations across the globe by providing strategic reach tailored to expeditionary requirements and lessons learned. (G3)

**Objective 1:** Plan and develop infrastructure that support the readiness of operating and generating forces current and future requirements through regular modernization and new constructions of AMC facilities. (G4)

**Objective 2:** Properly resource AMC infrastructure to meet readiness and mission requirements. (G8)

**Objective 3:** Operate and maintain safe infrastructures in support of the Warfighter. (G4/ Safety Office)





## MID-TERM STRATEGIC GOALS

Strategic Goal #5 Win the War for Talent-  
Attract the Best and Brightest (G1 Lead)



**Objective 1:** Recruit and retain the very best workforce in DoD. (G1)

**Objective 2:** Meet the challenges and demands of the Warfighter in the 21<sup>st</sup> Century through properly trained, responsive, talented individuals of outstanding character and commitment to an ethics of selfless service. (G1)

**Objective 3:** Mature the professional development process to increase training and development opportunities for our workforce. (G1)

**Objective 4:** Continue to promote and enforce safety in our day-to-day operation. (Safety Office)





## LONG-TERM STRATEGIC GOALS

Strategic Goal #1 Achieve full spectrum dominance and materiel overmatch through the integration of new technologies and capabilities. (G3/5 Lead)

Strategic Goal #2 Achieve interoperability with other services and our multinational and interagency partners.

(G3/5 Lead)

**Objective 1:** The integration of new technologies and capabilities available through commercial markets and our industry base that provides AMC and America's Warfighters with the ability to completely dominate all areas of the materiel domain in peace or wartime operations. Specific focus areas under this objective include command and control, visibility and tracking of materiel (single integrated materiel picture across the materiel enterprise--SIMP), materiel integration, rapid response and decision superiority. (G5)

**Objective 2:** The development of organizations and concepts at the strategic, operational and tactical levels that are complimentary of each other and reduce response time while suited for supporting the operating force during full spectrum dominance. (G5)

**Objective 1:** Develop information systems and equipment that enable a common relevant operational picture over shared networks accessible by our partners appropriately cleared as participant. (G6)

**Objective 2:** Refine AMC training, processes, procedures, exercises, agreements and standard operating procedures to reflect interoperability in all we do. (G3)

**Objective 3:** Assist TRADOC in revising logistics and materiel doctrine to influence the maturing of interoperability across the logistic and materiel domains. (G5)

**Objective 4:** Partner with other services to reduce redundancy and formulate joint operations where feasible. (G3)





## LONG-TERM STRATEGIC GOALS

Strategic Goal #3 Provide the operating and generating forces with alternative energy sources appropriate for the future force (reduce energy consumption) and move AMC's organic industrial base to efficient alternative energy sources. (G3/5 Lead)

**Objective 1:** Develop concepts for supporting our future force with alternative energy such as Biofuels, Electric Recharging Stations, and Hydrogen. (G5)

**Objective 2:** Reduce our organic industrial base greenhouse gasses by 50%. (G4)

**Objective 3:** Reduce the weight associated with materiel and logistics products provided to the Warfighter to enhance mission readiness and execution. (G5)

*Strategic planning does not deal with future decisions. It deals with the futurity of present decisions. What we have to do today is to be ready for an uncertain tomorrow.*

Peter F. Drucker,  
Professor of Social Science and Management



WAY AHEAD — STRATEGIC PLAN

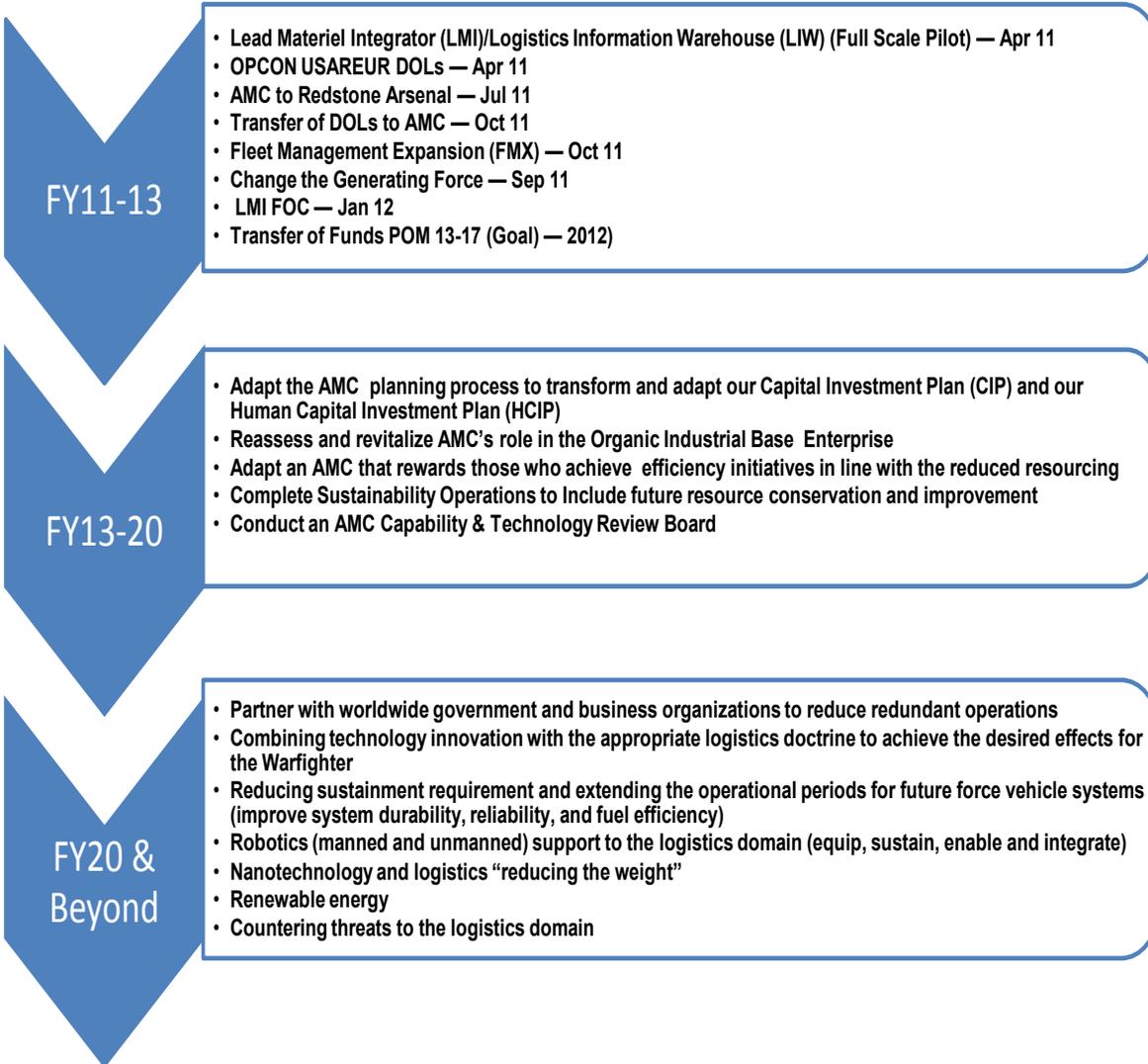
US ARMY MATERIEL COMMAND





## FUTURE STRATEGIES

WAY AHEAD — STRATEGIC PLAN



*"If you dislike change, you're going to dislike irrelevance even more."*

GEN Eric Shinseki, Retired, 2001

**US ARMY MATERIEL COMMAND**





## CONCLUSION

AMC is the premier provider of materiel readiness for America’s Warfighters and our allies. We are an organization with a workforce consisting of military, department of the Army civilians and contractors located in all 50 states and over 115 countries around the globe committed to doing whatever is required to **“Provide America’s Warfighters with the Decisive Edge.”**

During FY10, AMC accelerated the pace of the adaptation while at the same time executing a global mission of extraordinary scope and magnitude. AMC – and our MSCs – continued to support and sustain two wars – including the simultaneous build-up of additional U.S. forces in Afghanistan while transitioning to Operation New Dawn in Iraq. A logistics operation of historic size and complexity, AMC successfully accomplished both of these demanding missions while also supporting contingency operations in Haiti, Chile and Pakistan. In addition, AMC’s Industry Base of Depots, Arsenal and Plants has been equally engaged – operating at three times the workload experienced during the height of the Vietnam War. Remarkably, AMC accomplished this full-spectrum mission, while simultaneously executing the Army’s largest BRAC move – a move affecting one in every six AMC employees.

Our future operating environment is described as an era of persistent conflict in which resources continue to decline and the business of providing support to the Warfighter increases in complexity. Internal reforms designed to improve our support to the Warfighters such as acquisition revisions, lead materiel integration, condition based maintenance, construction of the enterprise network, modernization of the industrial base and developing a competitive workforce civilians is underway.

The Strategic Plan builds on our 2007 AMC Strategic Plan and moves our attention back to the Strategic level with operational over watch. At the center of this Strategic Plan are enduring Core Competencies, Lines of Effort and Strategic Goals and Objectives. Our recently adapted Core Competencies are Equip, Sustain, Integrate and Enable. They form the overarching construct at the strategic level that allows AMC to achieve unity of effort across the materiel enterprise. The Lines of Effort move us along a parallel axis toward our vision with clearly defined goals and objectives in the near-term (2011-2013) and strategic goals for the mid- (2013-2020) and long-term (2020 and beyond) to keep our focus and momentum going well into the future.

CONCLUSION

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US ARMY MATERIEL COMMAND

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US. ARMY MATERIEL COMMAND