

# U.S. ARMY MATERIEL COMMAND

## *Orientation Briefing for The Army Basing Study Group*

*10 February 2004*



# Army Materiel Command

*Provide Superior  
Technology*

**READINESS**

*Enable Army  
Acquisition*

*Sustain  
the Army*



# AGENDA

**Support to the  
Soldier !**

- **Who We Are**  
Vision & Mission  
Organization – Past, Present, Future
- **Where We are**
- **What We Do**
- **Major Subordinate Command Briefing**  
Schedule
- **Questions**

**We are  
Transforming.....  
To do it Better !**



# AMC Vision & Mission

## AMC Vision Supports the Army Vision

AMC... a **CLEAR** Vision  
for the Future

Essential in Peace, Indispensable in War

Dedicated and innovative people:

**C**ommitted to continuously improving support to soldiers.

**LEA**ding the development of new technologies and  
sustainment processes to transform the Army.

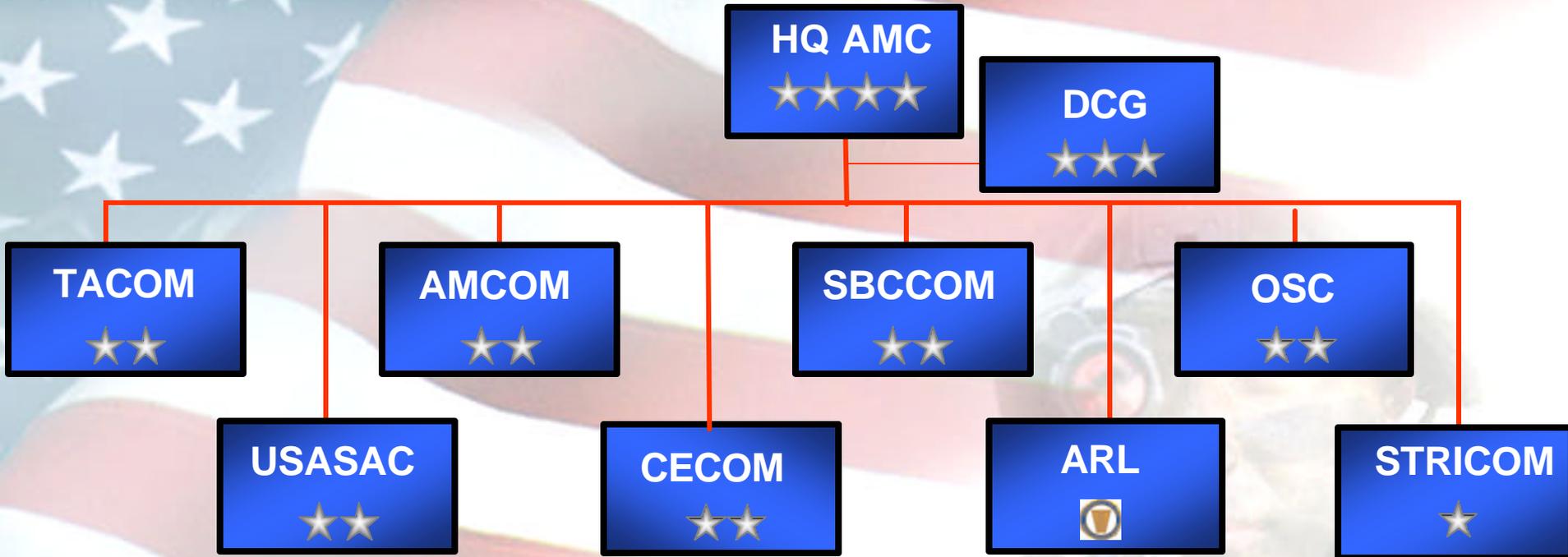
**R**eshaping the workforce for the 21st century.

Support to the  
Soldier !

*AMC Mission . . .*

**Provide superior technology,  
acquisition support and  
logistics to ensure dominant  
land force capability for  
Soldiers, the United States,  
and our Allies**

# AMC Past



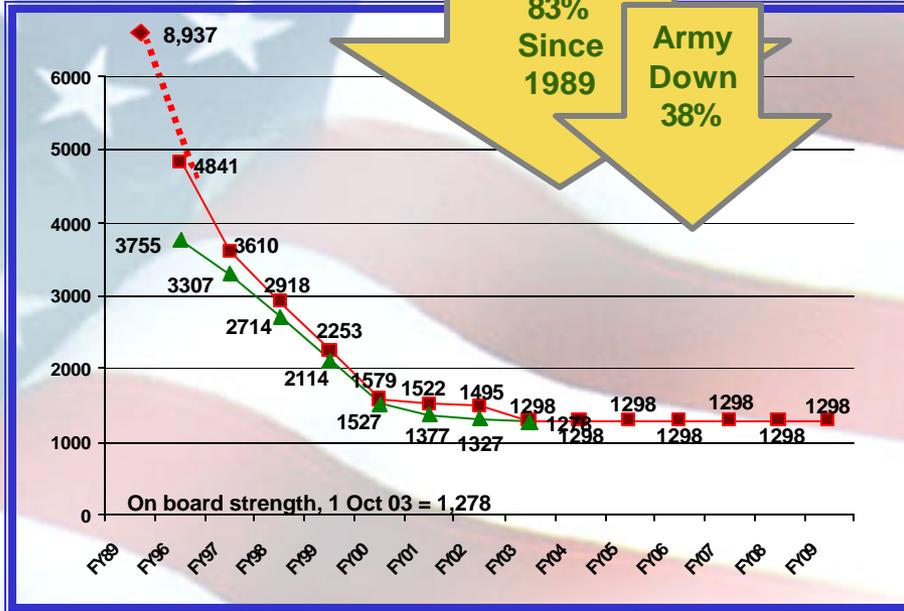
AMC is Changing

# AMC is Changing

## Military

AMC Down  
83%  
Since  
1989

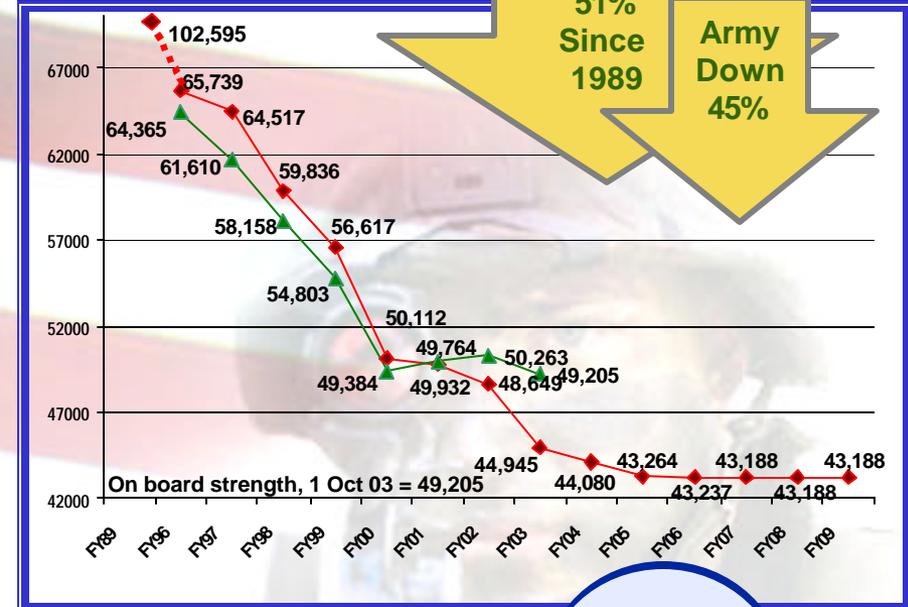
Army  
Down  
38%



## Civilian

AMC Down  
51%  
Since  
1989

Army  
Down  
45%



— FY 03 POM  
— Actual On-Board Strength

Current Authorization Eliminates an Additional:  
6,744 Civilians by the End of FY07 (13.6% of current AMC Workforce)  
69 Military, or 4.5% of current Military Strength

**Average Age of AMC Workforce:**

**Retirement Eligible:**

1989: 15%  
2006: 66.4%

1989: 42  
Today: 48.1

(As of: End FY 03)

# AMC is Changing

## Military \*



83%

8,937 to 1,278

## Civilians \*



51%

102,595 to 49,205

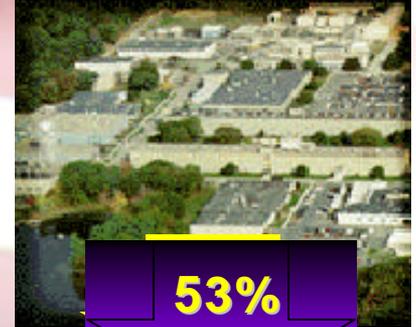
## Ammo Plants



29%

17 to 12

## Depots



53%

19 to 9

## Major Recent Consolidations

AMCOM  
RDECOM  
Guardian BDE  
CMA  
AFSC/JMC  
TACOM  
TECOM -> ATEC '00

## Direct Dollars

(FY89-FY99)  
OMA Down 52%  
PROC Down 84%  
RDTE Down 58%  
Ammo Down 42%  
(Constant Dollars - FY99)

Lone Star  
Radford  
Lake City  
Holston  
Iowa  
Milan  
Crane  
McAlester  
Pine Bluff  
Kansas  
Riverbank  
Scranton

Anniston  
Blue Grass  
Corpus Christi  
Letterkenny  
Red River  
Sierra  
Tooele  
Tobyhanna  
Hawthorne

**Turmoil** (FY89 thru FY03)  
Involuntary Civ Losses: 2,649  
Voluntary Civ Losses: +  
**55,858**

Gains 58,507  
- 5,217

Total Losses 53,180

\* Baseline FY89 (Nov 89 PBG) - Compared to FY05 (Oct 99 BES PBG)  
Military/Civilian Manpower Data excludes TECOM transfer to ATEC

Supporting Army Transformation

# AMC Supporting Army Transformation

## AMC Vision

- Continuously improve support to soldiers
- Lead the development of cutting edge technologies and sustainment processes to transform the Army
- Reshape the workforce of the 21<sup>st</sup> century

## Transformation Enablers:

- Organizations



- Processes



- People



Our Mission Focus

Support Army Transformation and Improve the Readiness of the Fighting Force

FCS

Current Force

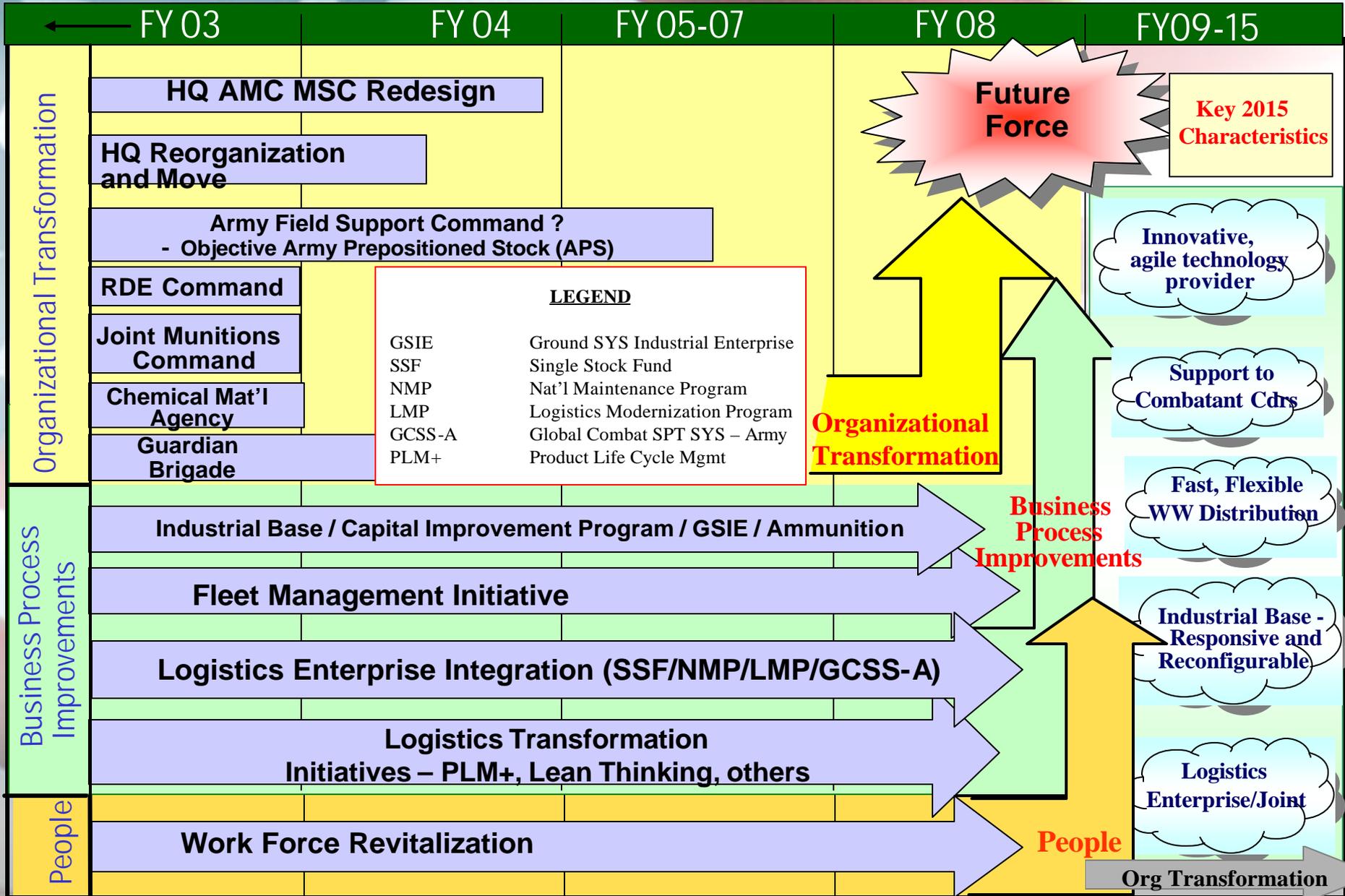
TRANSITION

Future Force

Army Logistics Transformation Task Force - - implementing recommendations over the past year!

Roadmap

# AMC Transformation Roadmap



# Transforming AMC: Status To Date

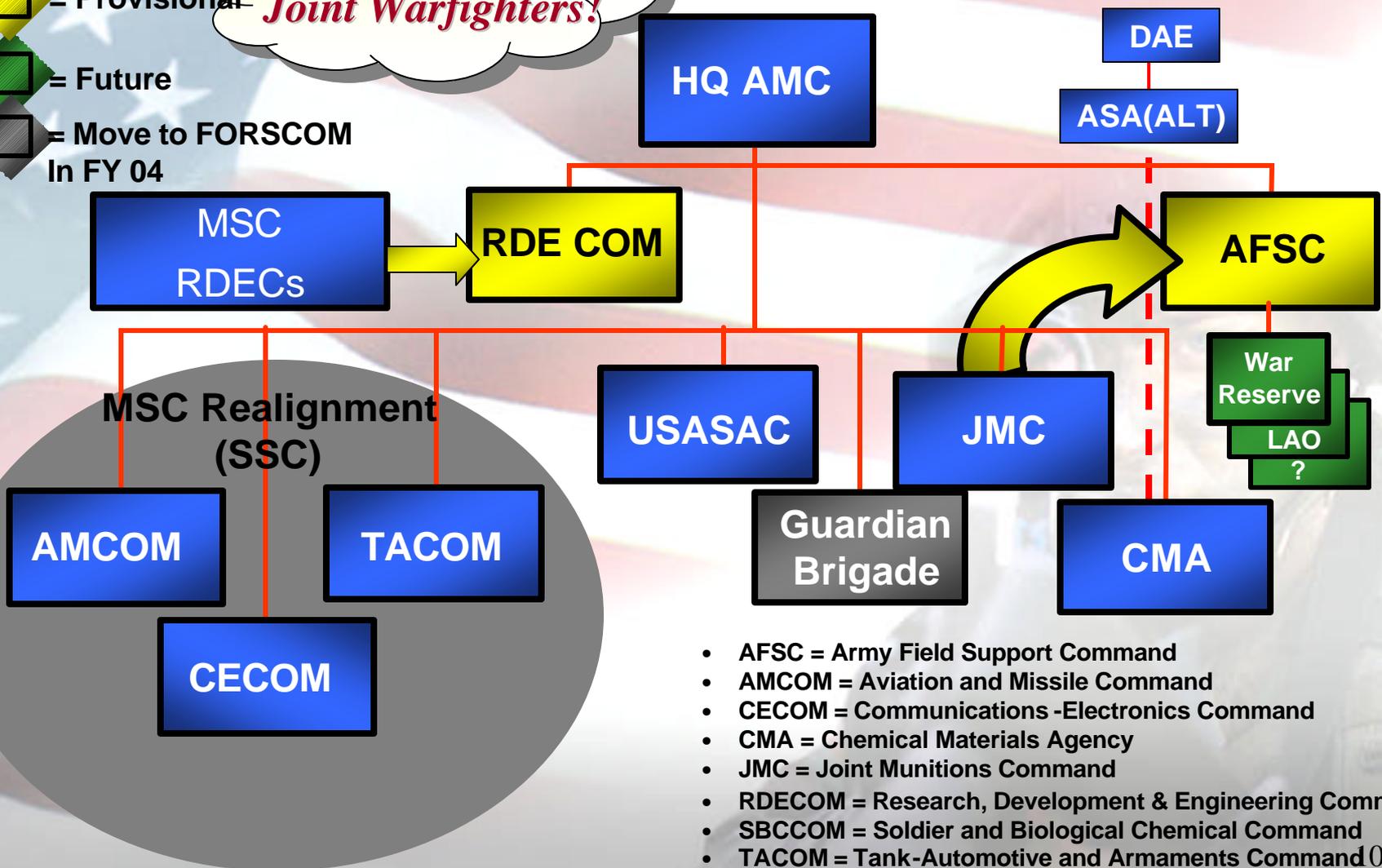
 = Current

 = Provisional

 = Future

 = Move to FORSCOM  
In FY 04

*Strong link with  
Joint Warfighters!*



- AFSC = Army Field Support Command
- AMCOM = Aviation and Missile Command
- CECOM = Communications -Electronics Command
- CMA = Chemical Materials Agency
- JMC = Joint Munitions Command
- RDECOM = Research, Development & Engineering Command
- SBCCOM = Soldier and Biological Chemical Command
- TACOM = Tank-Automotive and Armaments Command
- USASAC = Security Assistance Command

 Move & Reorg

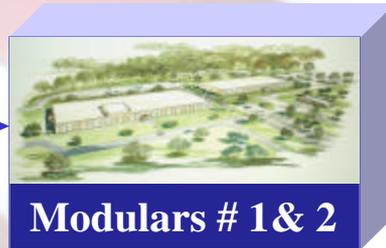
# Move & Reorganization

*Move to temporary location at Fort Belvoir*

5001 Eisenhower Ave



G Staff, Nov 03



Modulars # 1 & 2

Cmd Gp to Mod#1, Nov 03

Cmd Gp to Bldg 1464  
Completed 17 Mar 03

SOSI  
RDE Cmd

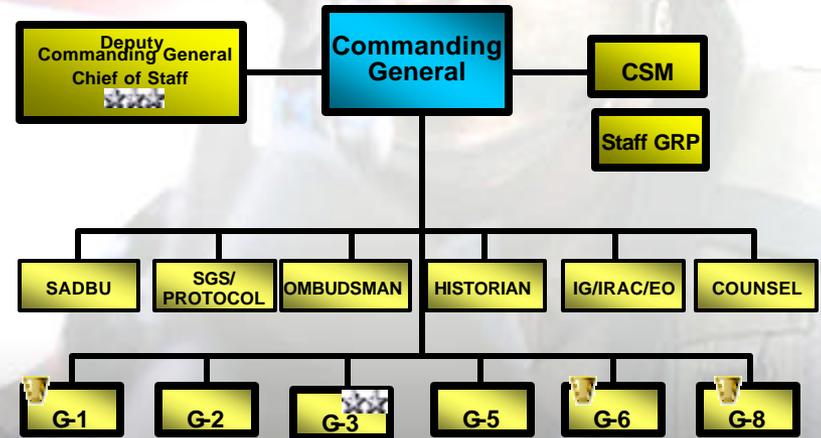


Bldg # 1464

SOSI, RDE Cmd to 1464, Dec 03

**Reorganization .....**  
Aligns HQ, AMC with HQ, DA.  
Facilitates communication with  
Army and Joint commands.  
Streamlines HQ organization.

**Reorganization**



**Move provides.....**  
Force protection  
Operational efficiencies  
Technology upgrades  
Savings



# AMCOM

## ***U.S. Army Aviation and Missile Command***

**Mission: Provide sustainment support to Joint Warfighters and Allies ensuring aviation and missile system readiness with seamless transition to combat operations. Support PEOs/PMs to enable development, acquisition, and fielding of superior aviation and missile systems. Ensure the integration of aviation and missile technology for sustainment.**

### **Core Competencies:**

- **Integrate Logistics Support to Joint Warfighters and Allies**
- **Enable Acquisition of Aviation and Missile Systems**
- **On-site Logistics Assistance and Calibration Support**
- **Air Defense and Tactical Missile Ground Support (less missile guidance and control) Center of Industrial Technical Excellence - Letterkenny Army Depot**
- **Rotary Wing Aircraft (less avionics) Center of Industrial Technical Excellence - Corpus Christi Army Depot**



# CECOM

## ***U. S. Army Communications – Electronics Command***

**Mission: Acquire, Field, Sustain & Integrate Superior C4ISR Systems for the Joint Warfighter – Sustaining Base, Tactical & Strategic Battlespace Systems**

**Core Competencies:**

- **Provide Advanced Information Technology**
- **Provide Systems Engineering across the Joint C4ISR Enterprise**
- **Enable Army Acquisition**
- **Sustain C4ISR and Related Equipment**
- **Joint C4ISR Center of Industrial Technical Excellence – Tobyhanna AD**



# TACOM

## ***U.S. Army Tank – automotive and Armaments Command***

**Mission: Supports and sustains mobility, lethality, and survivability for the warfighters, joint commanders, allies, and other customers.**

### **Core competencies:**

- **Support to Systems Acquisition and Contracting**
- **Integrated Logistics Support**
- **Joint Industrial Enterprise Operations**
- **Combat Vehicle Center of Industrial Technical Excellence – Anniston Army Depot**
- **Joint Tactical Wheel Vehicle Center of Industrial Technical Excellence – Red River Army Depot**
- **Operational Project Stocks Center of Industrial Technical Excellence (Pending) – Sierra Army Depot**

# JMC

## *U.S. Army Joint Munitions Command*



**Mission:** Provide joint conventional munitions support through an acquisition enterprise, inventory management, storage operations and distribution for training and contingency operations in war and peacetime.

### **Core Competencies:**

- Provide conventional ammunition for ALL Services and foreign countries
- Single Manager for Conventional Ammunition Field Operating Agency
- Perform ammunition demilitarization
- Conduct readiness inspections & stockpile reliability
- Support Class V prepositioned afloat assets
- Assess munitions readiness and industrial base capabilities



# USASAC

## ***U. S. Army Security Assistance Command***

**Mission: On behalf of the Army Executive Agent, Commanding General; USASAC Manages, Administers, and Implements the Army Materiel Foreign Military Sales (FMS) program.**

### **Core Competencies:**

- Provide total program management
- Negotiate and Implement co-production agreements
- Proponent for Army security assistance information management and financial policy
- Support U.S. Government emergency assistance, humanitarian relief and Operations Other Than War
- Supervise the Office of the PM for the Saudi Arabian National Guard Modernization Program

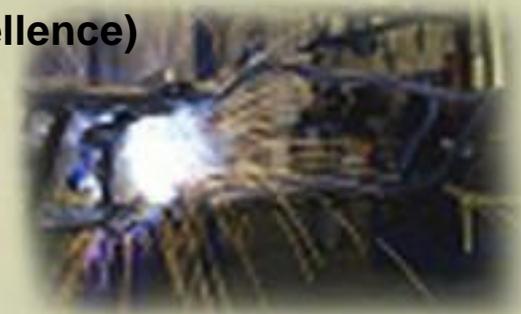
# RDECOM

## *U.S. Army Research, Development, and Engineering Command*

**Mission: Get the right integrated technologies into the hands of warfighters quicker without unnecessary duplication**

### **Core Competencies:**

- Science and Technology for the Current and Future Force
- Direct Support of the Tech Base to Future Combat Systems and Future Force
- Streamlining Processes by Maximizing Efficiencies
- Systems Engineering, Assessment, and Analysis
- Capability & Technology Integrated Process Teams
- Manage Speed & Complexity of Technological Change to Operational Needs
- Modeling Simulations Collaborative Environment
- Soldier as a System (Center of Excellence)
- Regional Int'l Technology Centers
- Combatant Command Links (FAST)
- Systems of Systems Integration
- Agile Development Center
- Homeland Defense/Security





# Army Field Support Command (AFSC)

**Mission:** Integrate, synchronize, and leverage global logistics capabilities to optimize the joint/regional combatant and sustaining base commander's ability to conduct assigned missions by: enhancing combat readiness; optimizing "end to end" logistics, supporting distribution, deployment, employment, sustainment, and redeployment; ensuring uninterrupted theater sustainment by linking global logistics capabilities, and integrating/ synthesizing logistics intelligence.

## **Core Competencies:**

- Integrate, synchronize AMC's logistics capabilities 24/7
- Enhance combat readiness
- Provide "end to end" logistics for Army prepositioned stocks
- Support Global Contingency Operations
- Provide CS/CSS force augmentation to Combatant Commanders
- Ensure uninterrupted theater sustainment
- Manage Logistics Assistance Program/Logistic Support Elements
- Manage Army Prepositioned Stocks
- Manage Logistics Civil Augmentation Program (LOGCAP) and LOGCAP Support Unit (LSU)



# CMA

## *Chemical Materials Agency*

**Mission: Efficient Destruction of all Chemical Warfare and Related Materiel and Safe and Secure Storage of the Chemical Stockpile and Recovered Chemical Warfare Materiel, Ensuring Maximum Protection of the Public, the Personnel Involved in the Destruction Effort and Environment. Closure of Chemical Agent Disposal Facilities and Chemical Stockpile Storage Areas. Chem/Bio Defense and Smoke/Obscurant Industrial Base Missions at Pine Bluff Arsenal.**

### **Core Competencies:**

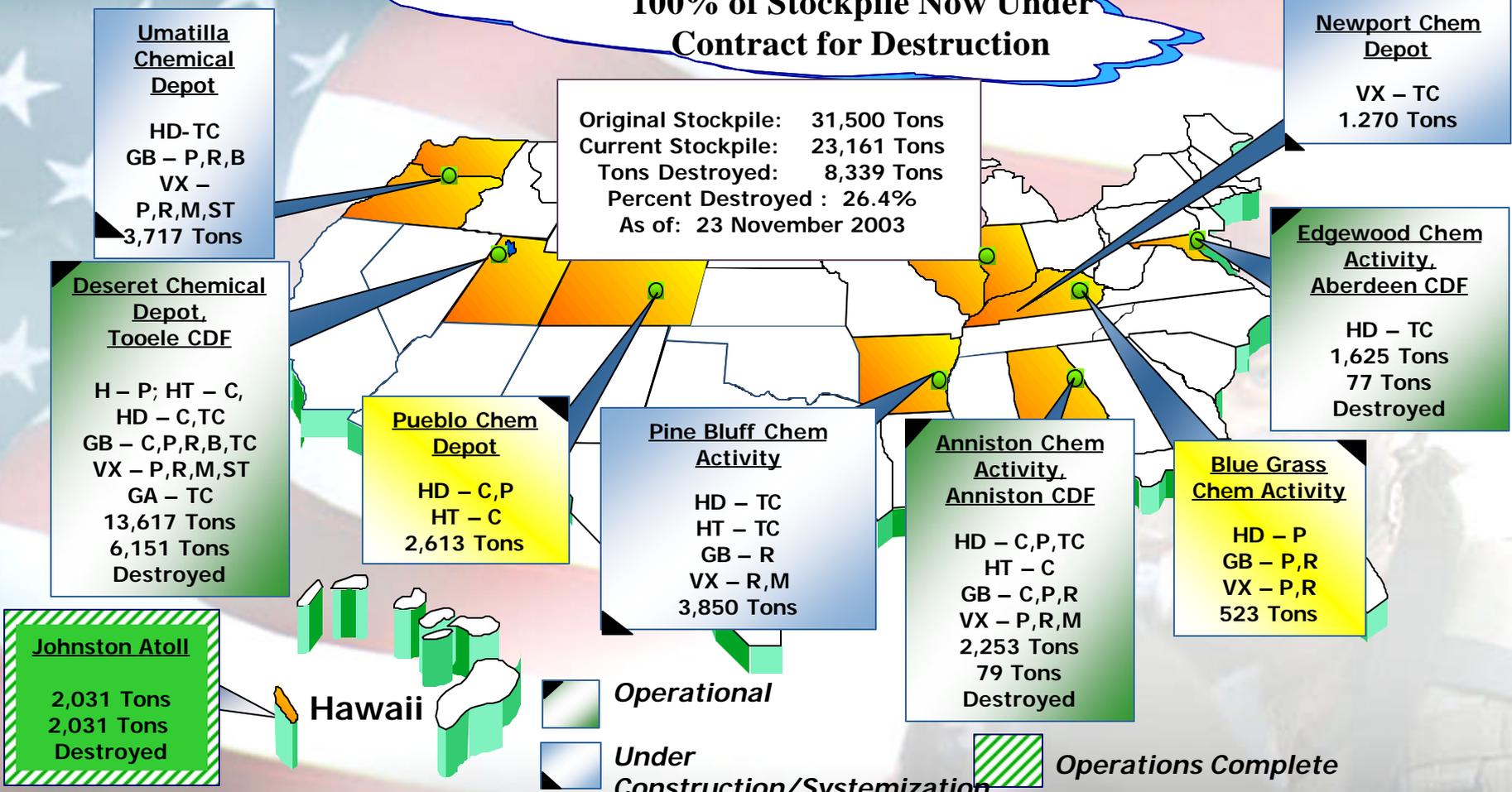
- Safe, Environmentally, and Treaty Compliant Storage and Disposal of United States Chemical Weapons
- Enhance the Emergency Preparedness of the Communities Around the Chemical Stockpile
- Provide Technical Assistance for Chemical Weapons Destruction in the Russian Federation
- Research, Develop, Acquire and Operate Transportable and Stationary Systems

# Chemical Materials Agency

## Chemical Stockpile Distribution By Storage Location

**100% of Stockpile Now Under Contract for Destruction**

Original Stockpile: 31,500 Tons  
 Current Stockpile: 23,161 Tons  
 Tons Destroyed: 8,339 Tons  
 Percent Destroyed : 26.4%  
 As of: 23 November 2003

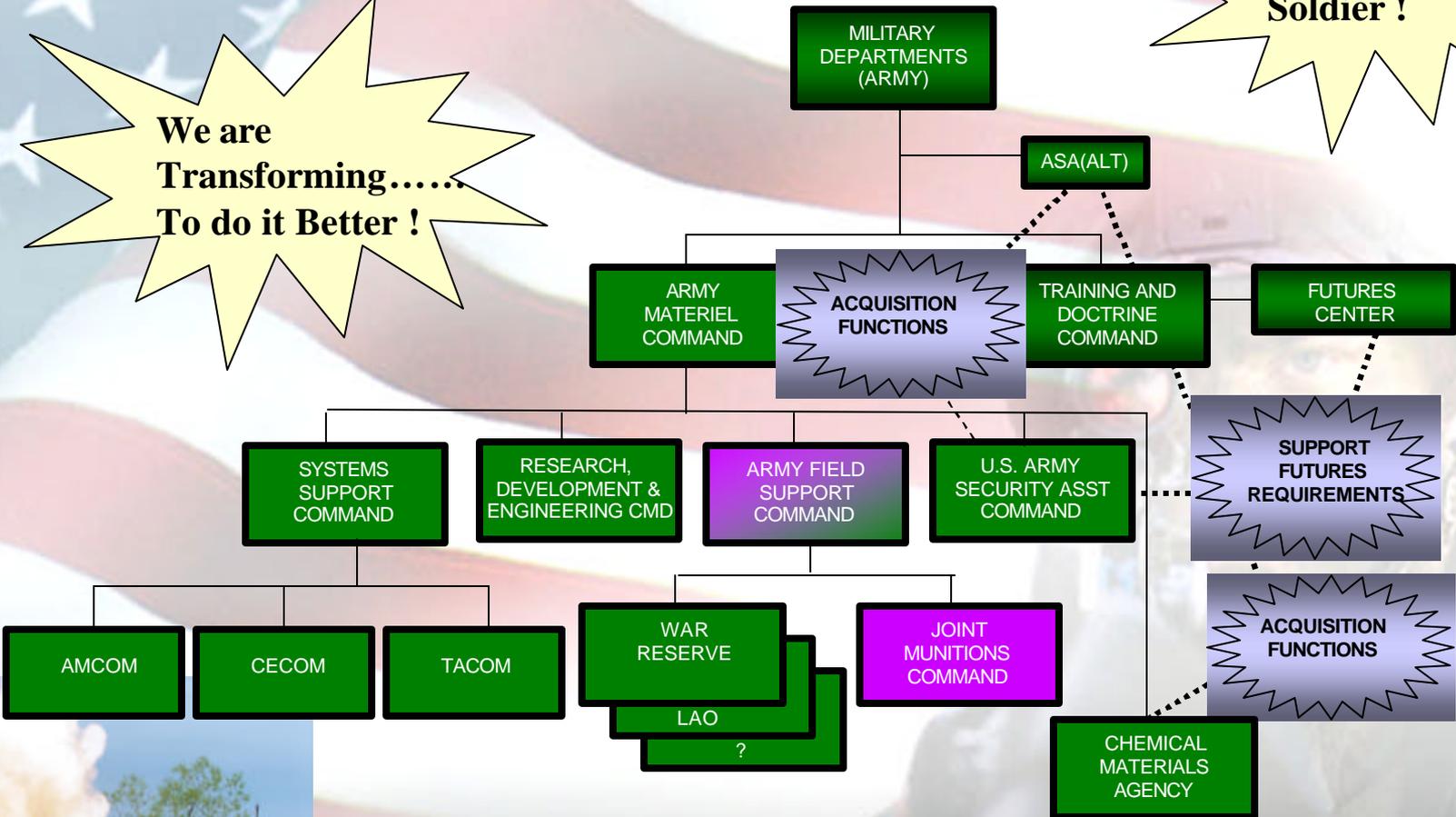


GA, GB, VX, H, HD, HT = Chemical Agent  
 TC = Ton Container    B = Bombs  
 R = Rockets            C = Cartridges  
 M = Mines              P = Projectiles  
 ST = Spray Tanks    CDF = Chem Demil Facility

# Army Materiel Command (Transforming)

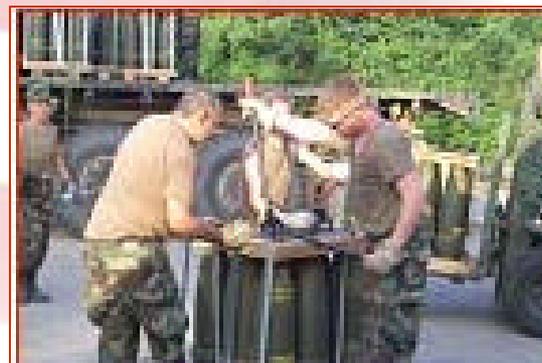
**We are Transforming.....  
To do it Better !**

**Support to the Soldier !**

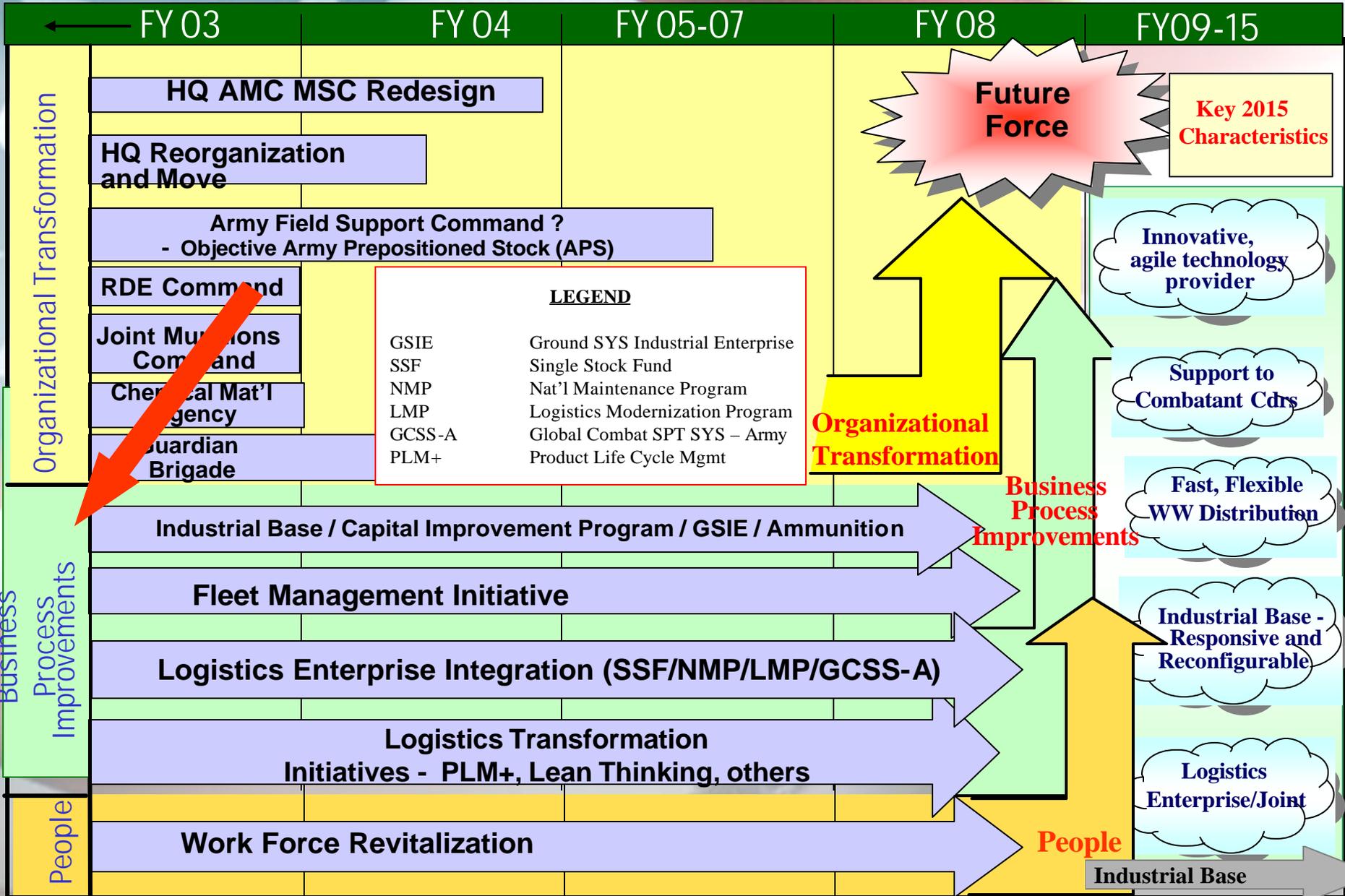


# Key Characteristics of the Future AMC

- **Integrated with the warfighters**
- **Streamlined organizations**
- **Increased synergy**
- **Collaborative**
- **Postured for Joint Support**



# AMC Transformation Roadmap



# AMC Logistics Transformation Industrial Base

## Why transform...

- ❖ To meet National Security Missions
- ❖ To Integrate Lean/Agile Manufacturing Concepts
- ❖ To satisfy Defense Future Systems Requirements
- ❖ To migrate to Public-Private Partnerships

*Commercialize  
When Economically  
Feasible at Minimum  
Cost & Risk*

Joint pull production . . .  
Reconfigurable and responsive  
manufacturing . . . Rapid  
acquisition

Integrated matrixed  
Capabilities; maximum  
Flexible workforce

## Our Strategy . . .

### Ammunition Plants

- ❖ Implement SecArmy approved way ahead
  - ✓ Integration
  - ✓ Consolidation
  - ✓ Divestiture
  - ✓ Leasing
- ❖ Strategy builds on & complements PBD 407

### Arsenals

- ❖ Implement GSIE - Ground Systems Industrial Enterprise
- ❖ Implement ASPI - Arsenal Support Program Initiative

### Maintenance Depots

- ❖ Implement Army Depot Maintenance Public Private Partnership Plan

- ❖ Implement Lean Philosophy
- ❖ Pursue Public Private Partnerships
- ❖ Champion legislative and financial reform
- ❖ Implement Capital Improvement Program

## Way Ahead . . .

- ❖ Pursue Legislative and Financial Reform
- ❖ Negotiate Plant Divestiture and Leasing Arrangements

# AMC Logistics Transformation Fleet Management

## Why Fleet Management . . .

Improve materiel readiness of TRADOC's training fleet by extending AMC's national level logistics capabilities to TRADOC's installations (for selected missions).

## Transformation Benefit(s) . . .

- Improve Fleet Readiness
- Reduce Logistics Footprint
- Facilitate enterprise integration

*Ft. Knox Pilot:* STATUS: OPCON Supply & Maintenance above Unit Level Mission to AMC, Feb 03

*Ft. Rucker Pilot:* STATUS: OPCON Mission to AMC, Feb 03

## Schedule

<b>Knox</b> <b>Rucker</b> (Pilot sites) Benning Bliss Leonard Wood Sill	BAND I - FY03-04	Aviation, missile, heavy track and wheel fleets
	BAND II - FY04-06	
Gordon Huachuca	BAND III - FY04-06	C/E Fleets
Eustis Jackson Lee	BAND IV	Low density/ high mix fleets
Monroe/Story OMMS / APG OMEMS / RSA	BAND V	Fleets w/in schools- minimal support
Carlisle Barracks Leavenworth Presidio of Monterey	BAND VI	Minimal fleet

### TRADOC's Assessment:

Best Candidates for Follow-on Implementation based on *Flying Hours, Miles and/or Density*

# Integrating Army Logistics Automation

## LMP Logistics Modernization Program

## PLM+ Product Lifecycle Management

## Installation ERP Enterprise Resource Planning

## GCSS Army Global Combat Support System Army

## Continuous Upgrades

2003 - 2004

- Modernize National Level Logistics Processes:
  - Forecasting
  - Demand Planning
  - Supply Planning
  - Commodity Management
  - Order Fulfillment
  - Provisioning & Cataloguing

2004 - 2007

- Business Intelligence
- Master Data Control
- Weapon System Tech Data Management
- Single Point of Interface

2006 - 2008

- Modernize Installation Processes
  - Supply
  - Maintenance

2006 - 2008

- Modernize Combat Service Support Processes:
  - Integrated Materiel Management
  - Supply Support Activity Management
  - Maintenance Management (Ground & Air)
  - Property Book
  - Ammo Management
  - Data Analysis

- Identify "Legacy Capabilities" & Develop Migration Strategies
  - Resource the Efforts
  - Synchronize Program Schedules
- Eliminate "Stovepipes"
- Legacy Retirement

**End-to-End Integration**

**Supply Chain Optimization**

**Ensure Joint Interoperability**

Services

DLA

USTRANSCOM

Theater Commander

Research, Development, Test and Evaluation

Acquisition

Storage

Inter-Theater Movement

Intra-Theater Movement

Tactical Movement and Distribution

Factory

DCC

POE

POD

TDC

SSA

Foxhole

# AMC Logistics Transformation Lean Thinking

## *Lean is...*

*“a philosophy of manufacturing that seeks to minimize unnecessary time, materials, and effort in the production process”*

Standard and Davis, Running Today's Factory, 1999

### ❖ Lean Implementation results in:

- ✓ Improved efficiencies
- ✓ Improved customer satisfaction
- ✓ Reduce overall resources per project
  - *People & facilities*
- ✓ Continuous process improvement

### ❖ Depots obtain competitive edge to compete and bring in more business

*Vital to Army  
Transformation and  
Industrial Base*

***END STATE...***  
**Enhanced Productivity...**  
**Redeployment, NOT *UNEMPLOYMENT!***

# AMC Logistics Transformation Lean Projects

## Lean Initiatives

### *Objective...*

**Integrate in Business Processes,  
both manufacturing &  
non-manufacturing**

*GAO Report from July 03  
Cites efficiency and  
productivity improvements in  
Army depot maintenance  
operations resulting from  
Lean implementation*

#### ANNISTON ARMY DEPOT:

- ✓ *Reciprocating Engine Rebuild*
- ✓ *AGT 1500 Turbine Engine Process*

#### CORPUS CHRISTI ARMY DEPOT:

- ✓ *UH 60 A to A Recap*

#### LETTERKENNY ARMY DEPOT:

- ✓ *Patriot Antenna Mast Group (AMG) Recap*
- ✓ *PATRIOT Radar Recap*
- ✓ *PATRIOT Launcher Components*

#### RED RIVER ARMY DEPOT:

- ✓ *HEMTT Engine*
- ✓ *SEE Recap Program*
- ✓ *Cummins 903 Engine Rebuild*

#### TOBYHANNA ARMY DEPOT:

- ✓ *Sidewinder Missile*
- ✓ *Firefinder Recap*
- ✓ *AN/TRC-170*
- ✓ *AN/VPQ-1*

#### ROCK ISLAND ARSENAL

- ✓ *Forward Repair System*

#### SIERRA ARMY DEPOT:

- ✓ *Class VIII-Medical Supplies*

#### WATERVLIET:

- ✓ *81MM Barrel Process*
- ✓ *T-53 Helicopter Rotor Component*

#### MCALESTER ARMY AMMUNITION PLANT:

- ✓ *Cement Bomb\_Line*

#### HQ AMC:

- ✓ *Materiel Release*
- ✓ *Civilian/ SES Hiring Process*
- ✓ *SGS Suspense Tracking*

#### AMCOM:

- ✓ *Spares Acquisition ALT*

**LEAN**  
**Increases**  
**Efficiencies &**  
**Competitiveness!**



**Increase**  
**Public-Private**  
**Partnerships!**

# AMC Logistics Transformation Lean Examples

## Small Emplacement Excavator (Red River Army Depot)

METRIC	BASELINE As of Jul 02	PROGRESS As of Mar 03	% CHANGE
Out-put	3 vehicles Per Month	10 vehicles Per Month	230%
Productivity	2170 hours Per vehicle	1079 hours Per vehicle	50%



### Benefits/Avoidance:

63 @ \$71K /vehicle

\$4,500,000

Less Lean costs

- \$145,080

**Total Benefits/avoidance**

**\$4,300,000**

**Reduce cost &  
Increase Productivity**

## Sidewinder Missile (Tobyhanna Army Depot)



METRIC	BASELINE As of Jun 02	PROGRESS As of Mar 03	% CHANGE
Unit Maint Cost	\$14,500	\$ 8,614	40%
Flow Days	72	60	16%

### Benefits/Avoidance:

653 @ \$4,431/missile

\$2,893,915

Less Lean costs

- \$57,529

**Total Benefits/avoidance**

**\$2,836,386**

# AMC Sustainment Support to Stryker Brigade Combat Teams (SBCT)

## ❖ *AMC Support to the SBCTs...*

- ✓ Logistics Support Element-Forward (LSE-F) for six SBCTs

## ❖ *AMC Forward Stryker...*

- ✓ Provides Command and Control of six LSE-Fs
- ✓ Provides for Manning, Equipping, and Training of LSE-Fwd and Contractors
- ✓ Establishes LSE-Fs prior to the start of each SBCT New Equipment Training

## ❖ *SBCT LSE-F...*

- ✓ Deploys with Brigade
- ✓ Provides sustainment of the non-Stryker systems that comprise 2/3 of the Brigade's systems
- ✓ Provides control, accountability and support for 100+ contractors who deploy to the battle space in support of the SBCT

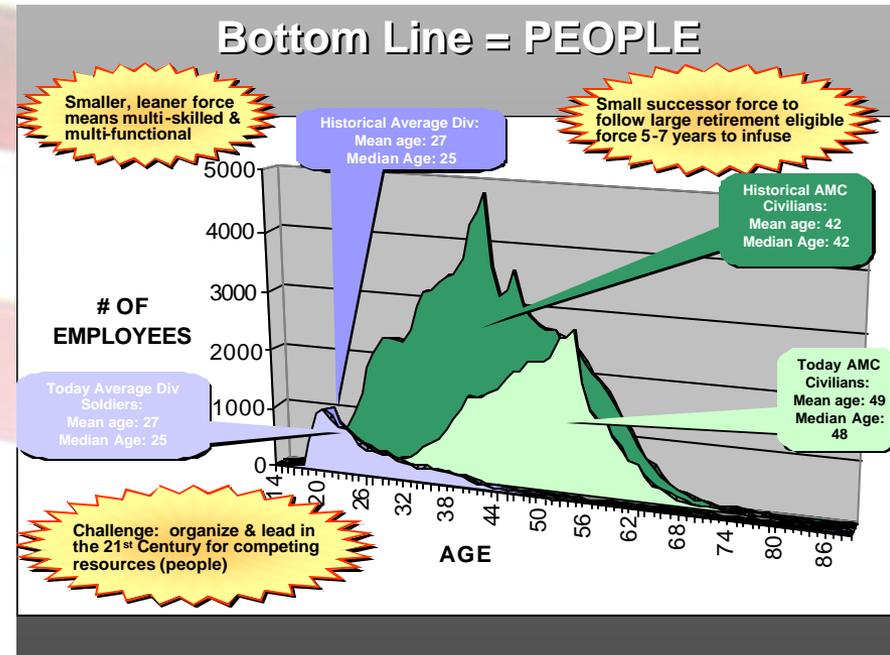
## ❖ *Current Status:*

- ✓ SBCT#1 LSE-F is deployed
- ✓ SBCT #2 & #3 LSE-Fs are established
- ✓ SBCT#4-#6 LSE-Fs are in the planning stage



# AMC Logistics Transformation Workforce Revitalization

- ❖ Revitalize a Uniformed Army Scientist and Engineer Program
- ❖ Developed a Civilian / Leader Development Program
- ❖ LOGTECH
- ❖ Developed DoD Center of Excellence in Logistics & Technology – LOGTECH Partnership with UNC Industry & DoD
- ❖ Established AMC Fellows Program to Train Future Multi Functional Leaders
- ❖ Establish AMC Apprentice Program to Provide a Successor Skilled Depot / Arsenal Workforce
- ❖ Grow AMC Intern Program



*Revitalization critical to support Future Force !!!!*



# AGENDA

**Support to the  
Soldier !**

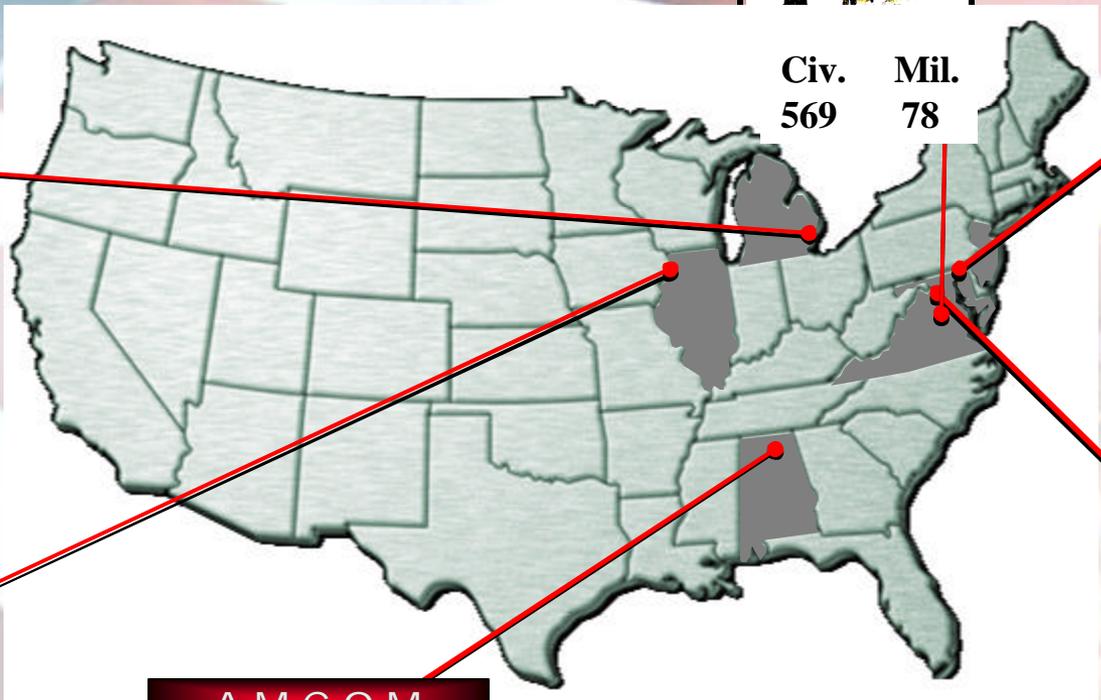
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**Vision & Mission**

# Major Subordinate Commands



**TACOM**



Civ. Mil.  
11,638 95

**AFSC/JMC**



Civ. Mil.  
6,360 165

**AMCOM**



Civ. Mil.  
10,532 245

**HOAMC**



Civ. Mil.  
569 78

**CECOM**



Civ. Mil.  
8,673 127

**CMA**



Civ. Mil.  
2,415 21

**RDECOM**



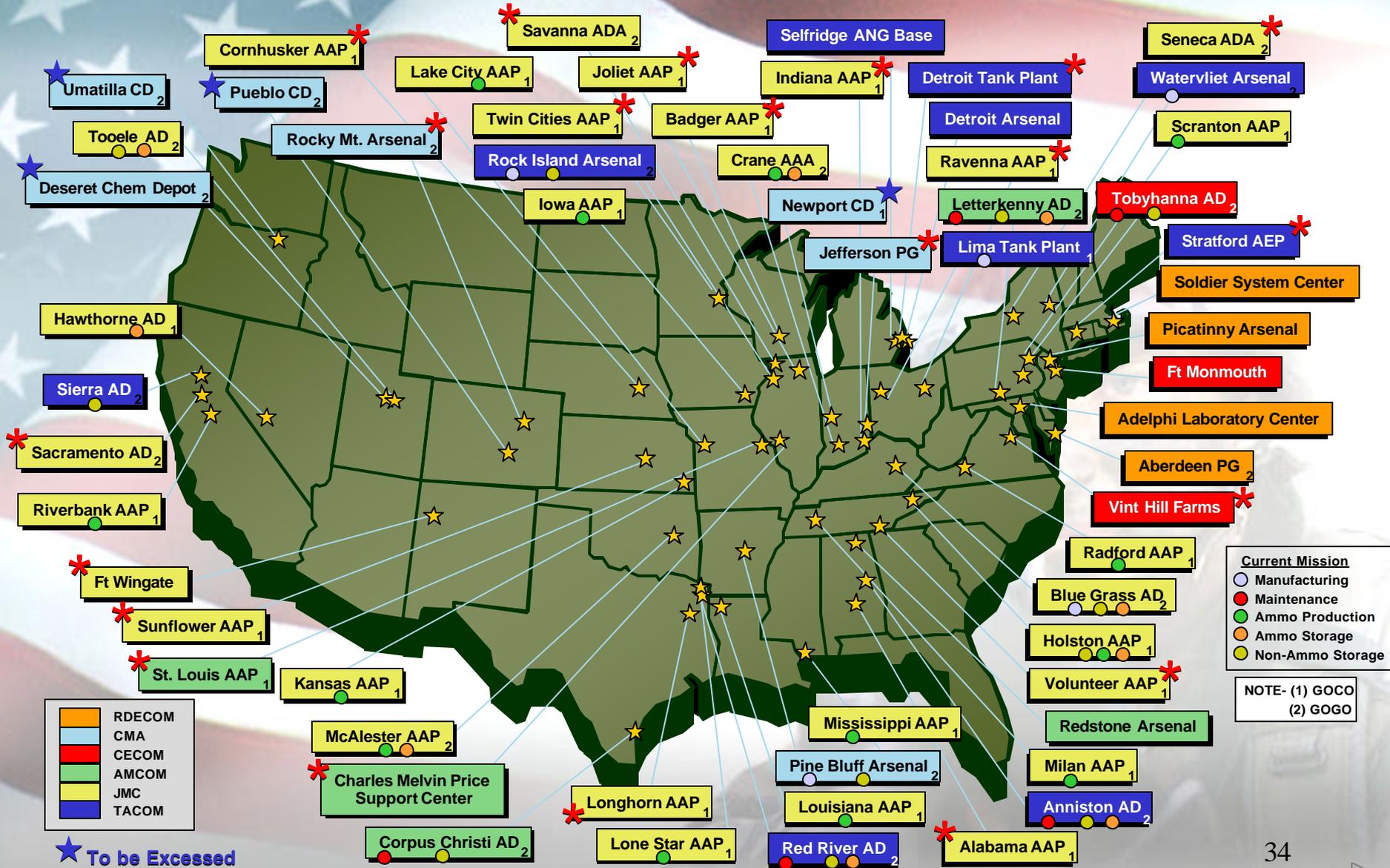
Civ. Mil.  
5,928 341

**USASAC**



Civ. Mil.  
426 48

# U.S. Army Materiel Command -Post Cold War Organic Base-



**Current Mission**  
 ○ Manufacturing  
 ● Maintenance  
 ● Ammo Production  
 ● Ammo Storage  
 ● Non-Ammo Storage

NOTE- (1) GOCO  
(2) GOGO

RDECOM  
 CMA  
 CECOM  
 AMCOM  
 JMC  
 TACOM

★ To be Excessed  
★ Excessed

# AMC Findings In Previous BRAC Rounds

## **BRAC I:**

- Close Jefferson Proving Ground, Lexington Army Depot, Material Technologies Lab, Fort Wingate, and eight other minor properties.
- Realign Pueblo Army Depot And Umatilla Army Depot.

## **BRAC 91:**

- Close Sacramento Army Depot.
- Establish Industrial Operations Command (Close HQ DESCOM), Logistics Systems Activity, Aviation and Troop Support Command, and Army Research Lab.

## **BRAC 93:**

- Close Vint Hill Farm Station and Belvoir RDEC.
- Realign Ft. Monmouth, Letterkenny Army Depot, and Tooele Army Depot.

## **BRAC 95:**

- Close Aviation and Troop Support Command, Detroit Army Tank Plant, Savanna Army Depot, Sierra Army Depot, Seneca Army Depot, and Stratford Engine Plant.

# AMC's Baseline Installations for BRAC 2005



# AMC's Baseline Installations for BRAC 2005



# Categories of AMC Installations

## Acquisition, Logistics & Technology Installations

Aberdeen  
Adelphi  
Detroit  
Ft. Monmouth  
Picatinny  
Redstone  
Soldier System Center

## Maintenance Centers

Anniston  
Letterkenny  
Red River  
Sierra  
Tobyhanna  
Corpus Christ

## Industrial Facilities

Lima  
Pine Bluff  
Rock Island  
Watervliet

Admin  
Selfridge

## Ammunition Production

Holston	Iowa
Kansas	McAlester
Lake City	Mississippi
Lone Star	Crane
Louisiana	
Milan	
Radford	
Riverbank	
Scranton	

## Munitions Centers

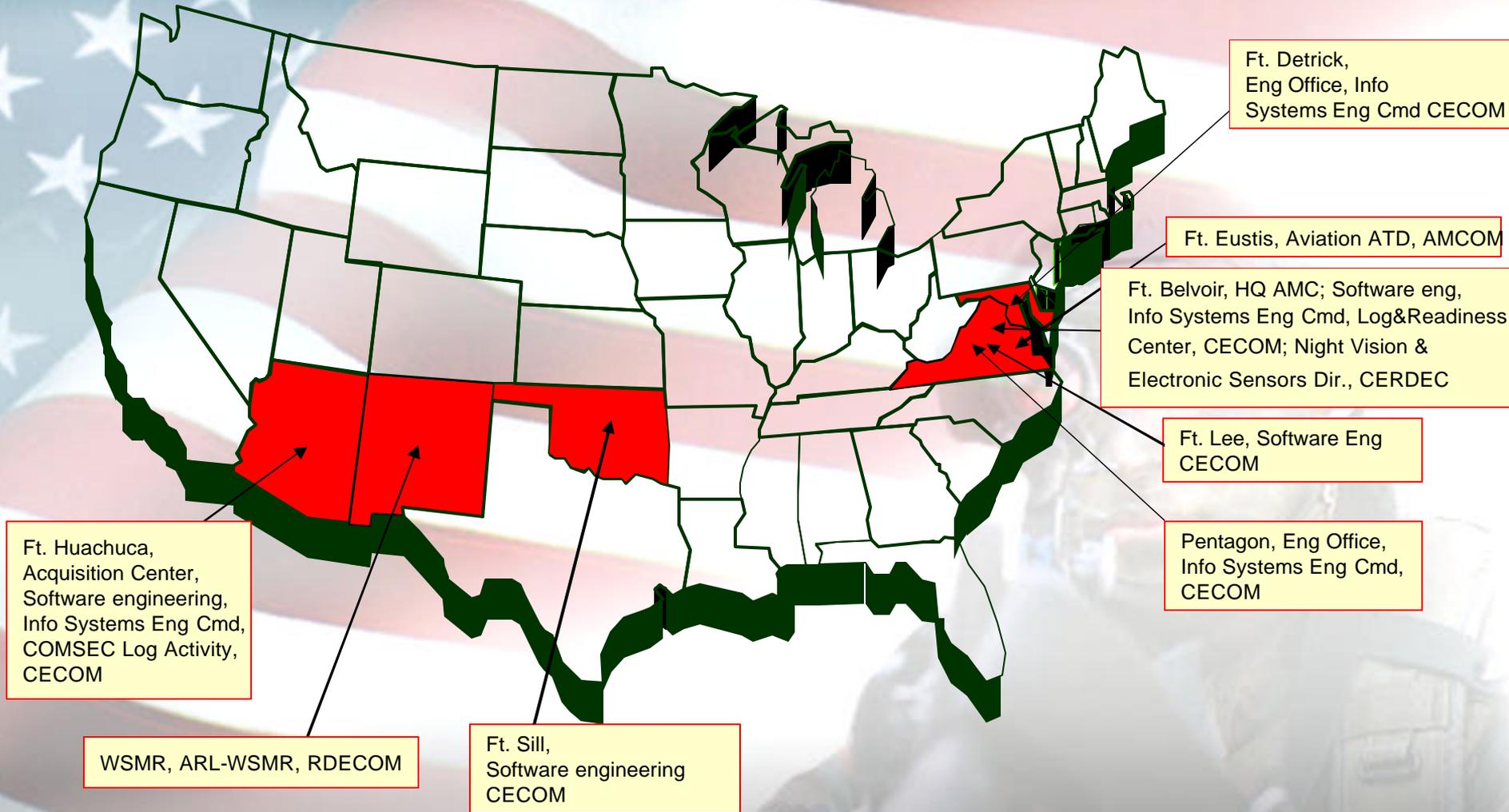
Blue Grass  
Tooele  
Hawthorne

## Chem Demil

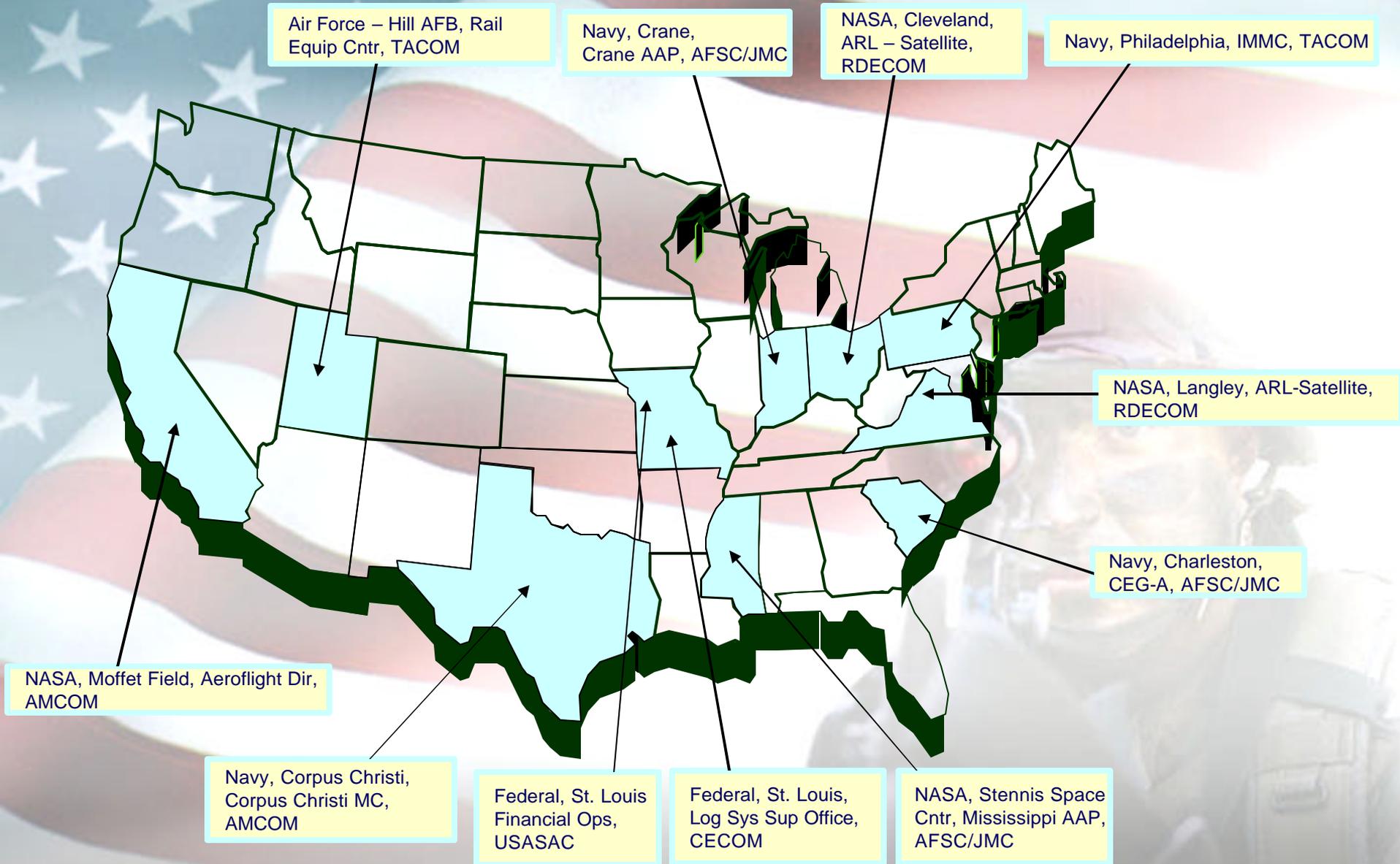
Pueblo Umatilla  
Deseret Newport



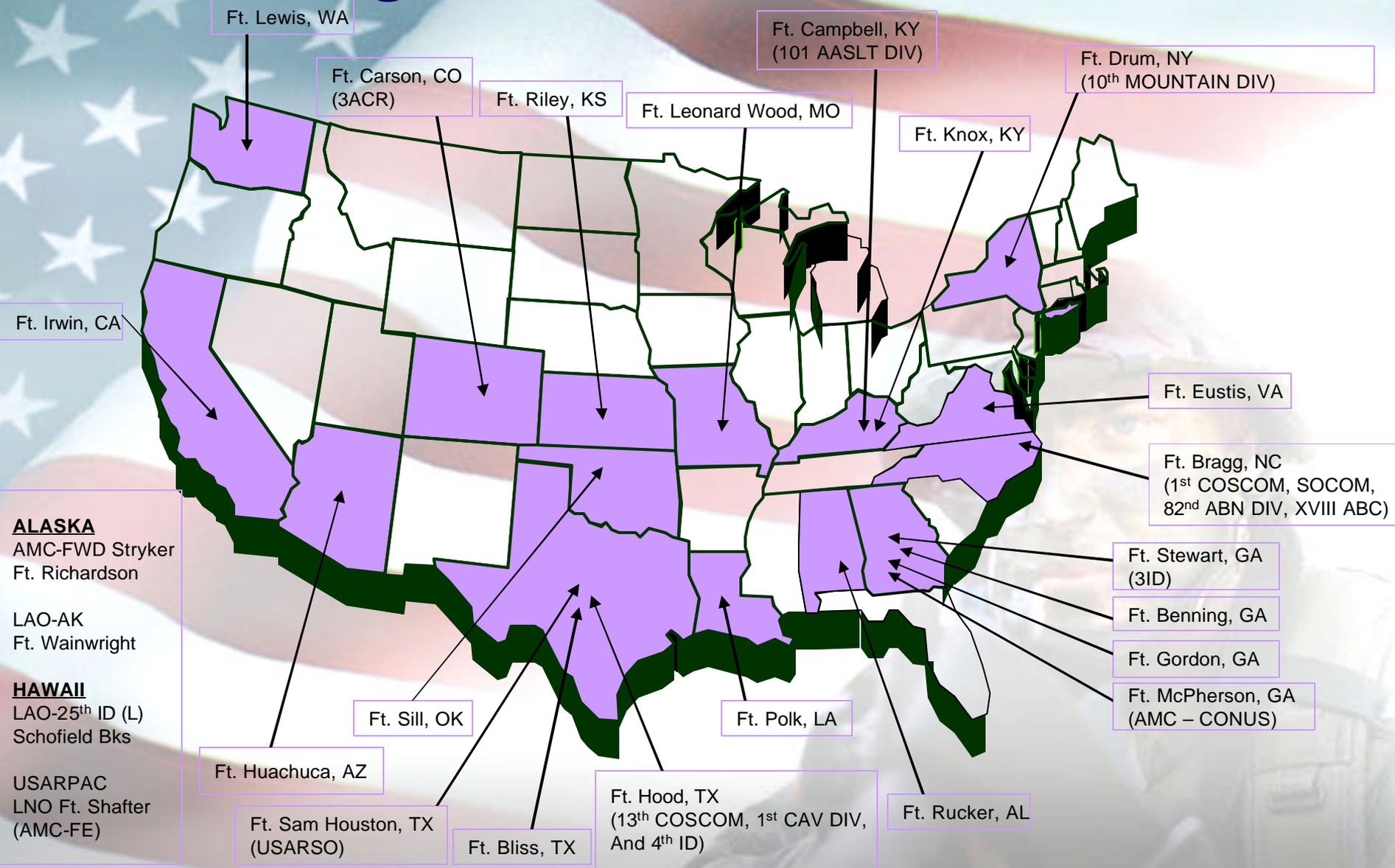
# AMC on Other Army Installations



# AMC on Other Government Properties



# AMC Logistics Assistance Office Locations



# AMC Is Engaged In Worldwide Operations



**Providing Support to Soldiers Across the World;  
24 Hours a Day, 7 Days a Week, 365 Days a Year**

**Logistics Assistance Representatives / Logistics Assistance Officers  
AMC Field Support Centers / Logistics Support Elements  
Army Propositioned Stocks / Logistics Civil Augmentation Program  
Test Measurement & Diagnostic Equipment Teams**



# AGENDA

**Support to the  
Soldier !**

- **Who We Are**  
Vision & Mission  
Organization – Past, Present, Future
- **Where We are**
- **What We Do**
- **Major Subordinate Command Briefing**  
Schedule
- **Questions**

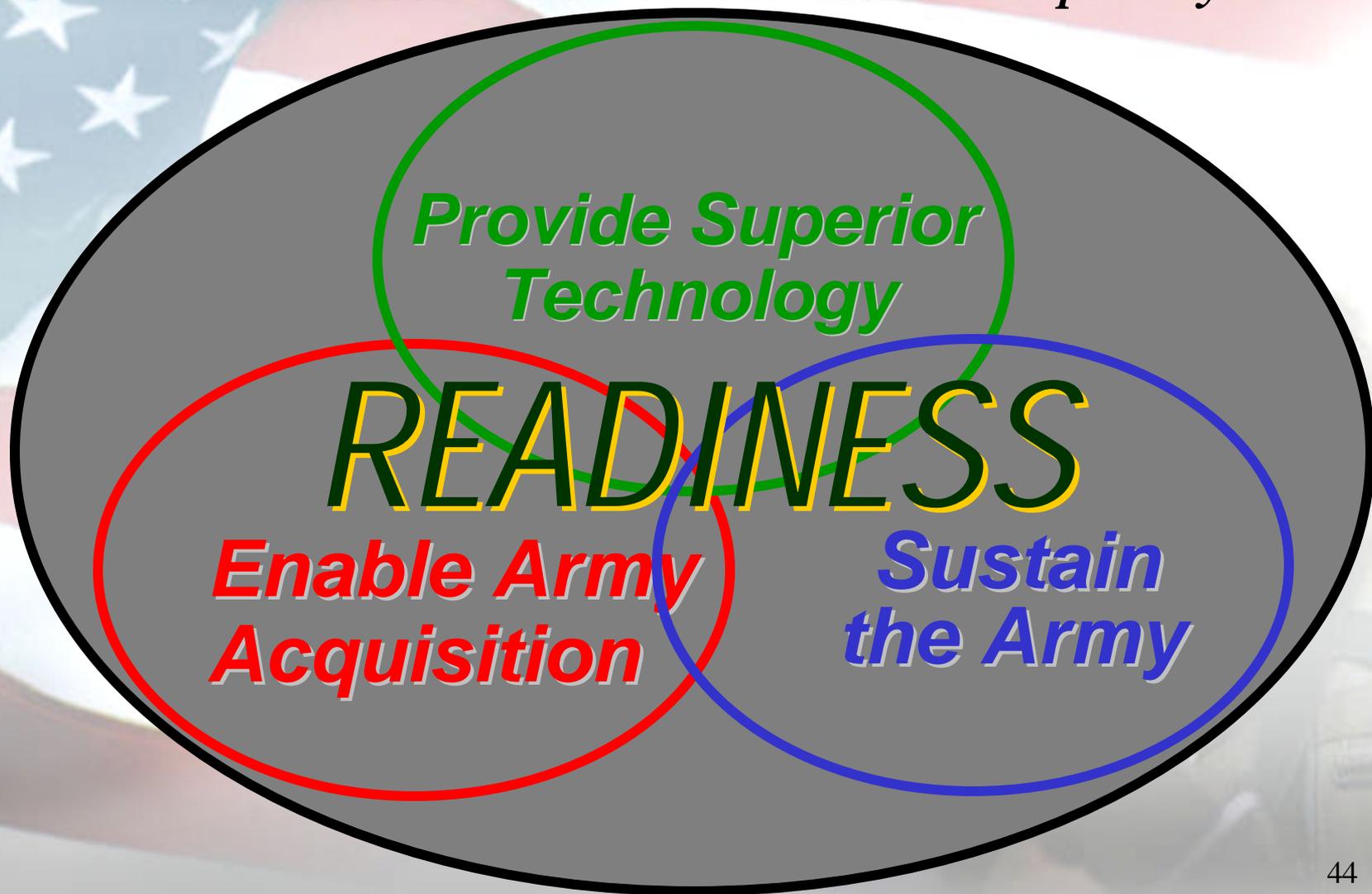
**We are  
Transforming.....  
To do it Better !**



**Vision & Mission**

# AMC Core Competencies -- Integrating Sustain the Army, Provide Superior Technology, and Enable Army Acquisition into Army Readiness

*“AMC Business: To deliver readiness and capability...”*



# AMC is Big Business

## FY03 Expenditures

**\$26.5 Billion**

\$ 8.5B Direct Funding  
\$18.0B Reimbursable from Army & Non-Army Customers

## Ammunition Wholesale Stockpile

Total: 2.67 Million Tons

\$20.4B Conv Ammo  
\$ 9.6B Missiles  
\$30.0B Total

## Inventories

**\$9.73 Billion**

*(Secondary Items)*

## Requisitions Processed

1.3 Million (Army)  
12.3 Million (PSID\*)  
*(Secondary Items)*  
\$9.4B Sales \$2.4B Credits

## People

49,205 Civilians  
1,278 Military  
150,000+ Family Members

## Research, Development, & Acquisition

8 AMC R&D Labs  
250 + College/Universities  
69 % of Army S&T Funds  
25 % of Army RDA Funds  
135 Patents Awarded  
9,617 Scientists/Engineers  
(incl 6,890 at RDECOM)

## Depot Maintenance

**\$2.5 Billion FY03**

## 91 Organizations 149 Locations

86 AMC Installations  
32 States  
24 Countries  
1237 Sq Miles of Land  
(Roughly Equal to the State of Rhode Island)  
243 Million Sq Ft of Building Floor Space

\* Formerly NAMI CBU

(Data as of: End FY 03)

# AMC Is Big Business

## Depot Maintenance \$2.5 Billion in FY 03

• Army O & M	\$954.7M
• Nat Guard and Reserve	63.4M
• Army Procurement	158.2M
• Army Other	17.8M
• Army Supply Management	910.7M
• Other Services	306.2M
• Other Customers	129.0M
<b>TOTAL</b>	<b>\$2,540M</b>



# AMC Is Big Business

CL IX \$8.4B

**Inventories  
\$9.73 Billion in FY 03**

CL II, III Pkg,  
CL IV, CL VII

\$1.3B

**Requisitions**

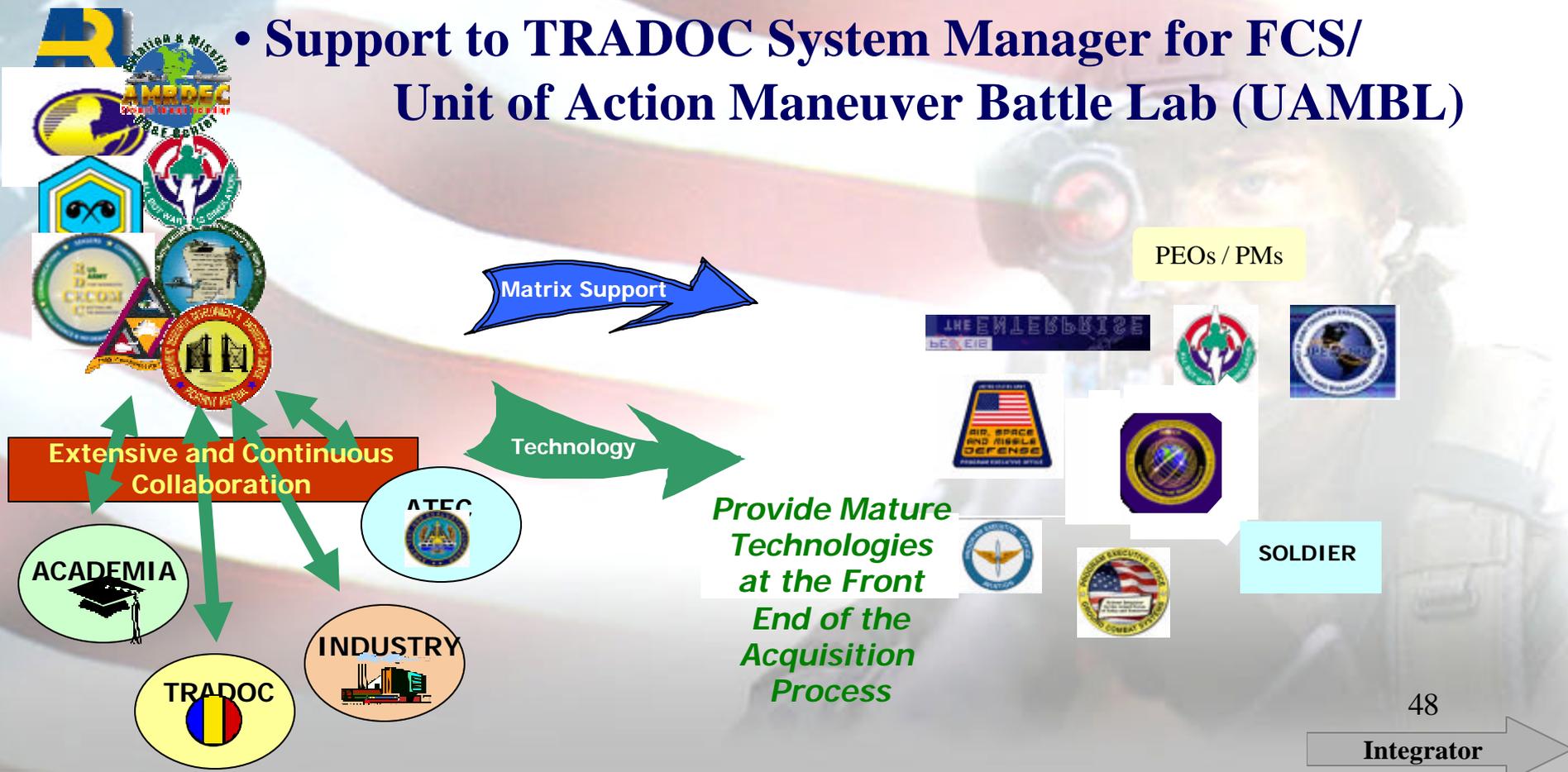
**“Ten Biggest Customers”**

1. USAREUR
2. FORSCOM
3. National Guard Bureau
4. USARPAC
5. Air Force
6. Marines
7. AMC Depots
8. Navy
9. TRADOC
10. Army International Logistics Program

**Support to the  
Soldier !**

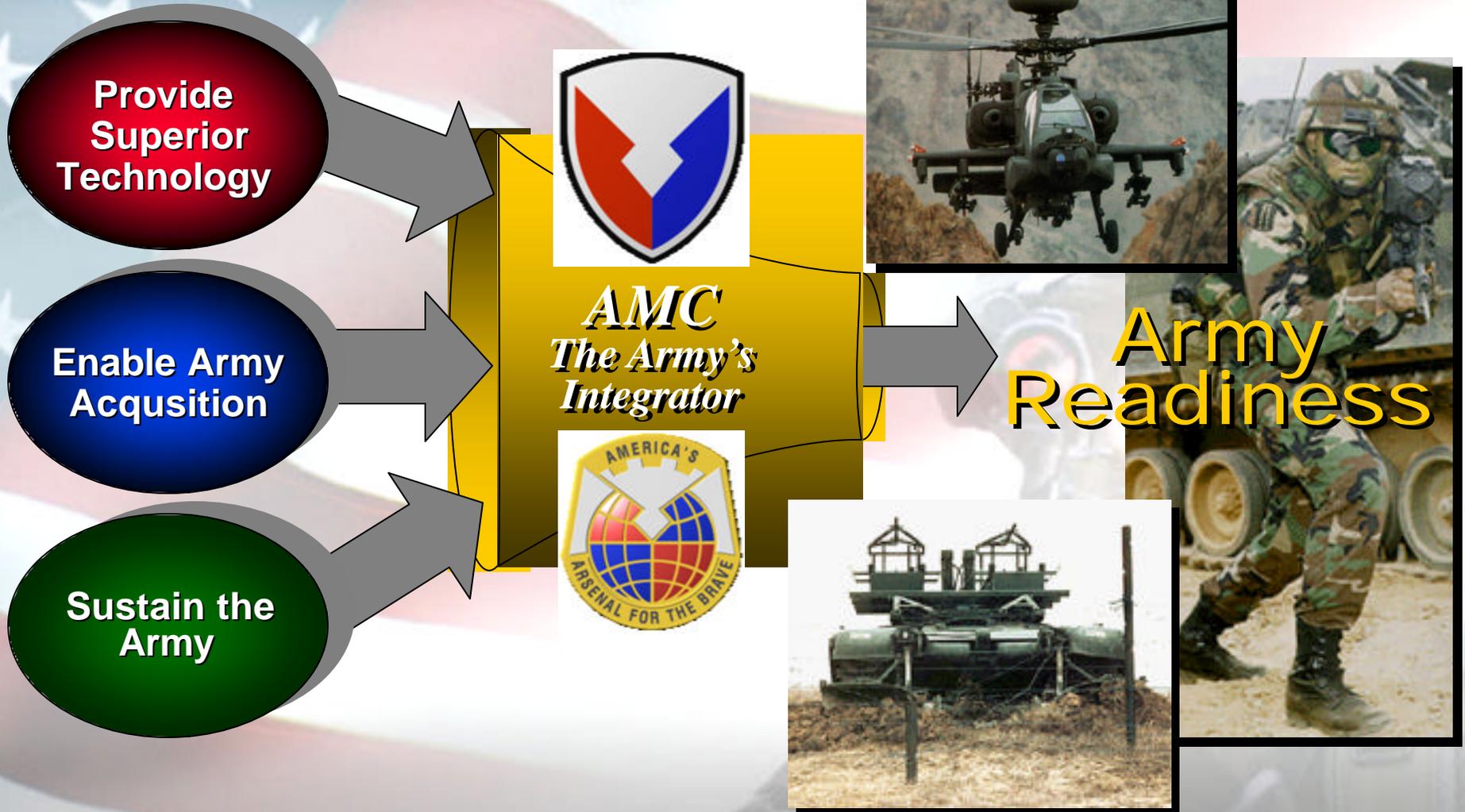
# AMC Support to PEOs / PMs

- Life-cycle management support primarily through our MSCs
- Direct support to PM Future Combat System (FCS)
- Support to TRADOC System Manager for FCS/ Unit of Action Maneuver Battle Lab (UAMBL)



# AMC – The Sole Integrator of Technology, Acquisition Support, and Logistics to Assure Army Readiness

*Provides focused support to the warfighter...from the factory to the foxhole.*



# Technology

## *Why This is Important ...*

### ❖ **Dynamic Change Underway**

- ✓ **Force (Current, Stryker, Future)**
- ✓ **Weapon Systems**
- ✓ **Rapid Technology Expansion**

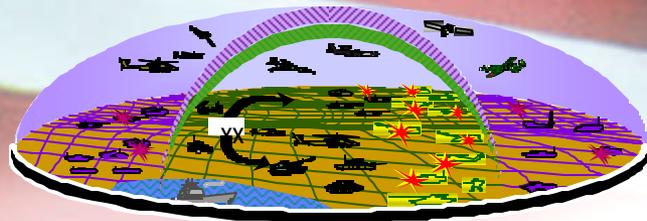
### ❖ **Critical to attaining Future Force capabilities**

- ✓ **Footprint reduction**
- ✓ **Maintenance**



**Technology is critical !!!!!!!**

# Technology for Today and Tomorrow



Future Combat System/Future Force C4ISR  
Civil Affairs / UoE / UoA / Sustainment / Intelligence/  
Infrastructure / Liaison / Operational Fires

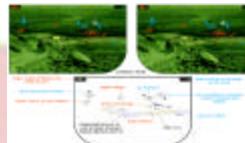
## Systems Engineering, Analysis & Assessment



Sensory Enhancement



Protect (Integrated Suit & Helmet)



Collaborative Networked Situational Understanding



Robotics Interface



Human Performance & Embedded Training

## Blue Force Tracking



JLIST - Joint Service  
Lightweight Integrated Suit  
Technology

3-5 Watt Direct Methanol Fuel Cell

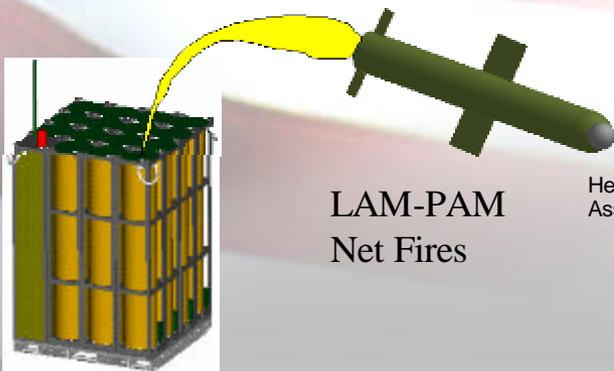


Battery Charging Fuel Cell with Methanol Steam Reforming Unit

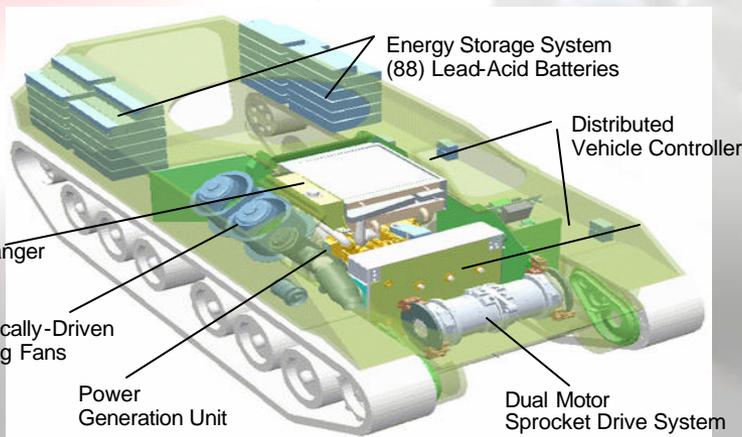


Strike (Exploit FCS Nettec Fires)

Extending Unit of Action Capabilities Without Overburdening the Warrior



LAM-PAM  
Net Fires

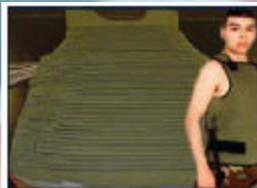


Robotics



**INTERCEPTOR  
Multiple  
Threat Body  
Armor**

U.S. Army Natick  
Soldier Center



**Cooling/  
Heating Body  
Garment**

U.S. Army Natick  
Soldier Center



**Advanced  
Chemical  
Biological  
Mask**

U.S. Army Edgewood  
Chemical Biological  
Center



**Basic Hornet  
(XM93)**

U.S. Army  
Armaments  
Research,  
Development and



**Biological  
Attack  
Warning  
System**

U.S. Army Edgewood  
Chemical Biological  
Center



**Modular  
Integrated  
Communications  
Helmet**

U.S. Army Natick  
Soldier Center

# Greatest Inventions Program



**Full Spectrum  
Active  
Protection  
Close-in  
Layered Shield**

U.S. Army Tank-  
Automotive Research,  
Development and  
Engineering Center



**Agile  
Commander  
Advanced  
Technology  
Demonstration**

U.S. Army  
Communications-  
Electronics  
Research,  
Development and  
Engineering Center



**RAREfaction  
waVE guN**

U.S. Army  
Armaments  
Research,  
Development and  
Engineering Center



**Automated  
Biological  
Agent Testing  
System**

U.S. Army Edgewood  
Chemical Biological  
Center



# Technology

## Footprint Reduction

### DARPA Advanced Logistics Project

#### Automated Log Plan Generation

- Automate plan development
- Level 5, execution detail
- Build in under 1 hour
- Strong J3/J4 Partnership

#### End-to-End Movement Control

- Minimize staging
- Globally optimize lift
- Item level planning

#### End-to-End Logistics System

#### Rapid Supply & Sustainment

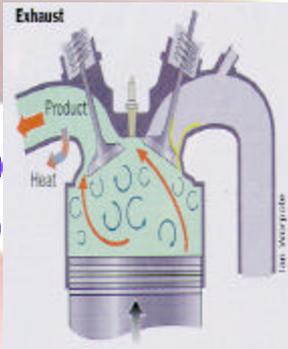
#### Execution Monitoring

- Continuously monitor during execution
- Automatically detect deviations
- Selectively correct plan in minutes



Logistics Command and Control STO

Water from Air & Exhaust



Compressed Meals

### OBJECTIVE

- ❖ 100% Logistics Situational Awareness, Assets Visibility, and Global Reach
- ❖ Produce water at point of consumption - from air, exhaust, purification
- ❖ Reduce WT/VOL (weight and volume) of food to be delivered by 75%
- ❖ Reduce repair parts (weight and volume) use by 75%

### LINKAGE TO OTHER "ILITIES"

- ❖ Reduce Ammo (weight and volume) by 75% (Lethality)
  - ✓ Common/Multi-Purpose Caliber's
- ❖ Reduce fuel and energy consumption by two orders of magnitude (Mobility)
- ❖ Power Management (Mobility)
  - ✓ To Eliminate Generators

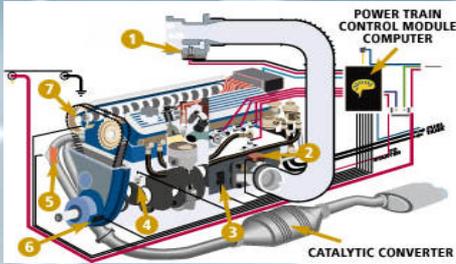


Individual Soldier Water Purification



Rechargeable Battery

# Technology Maintenance



Perpetual Test Embedded Diagnostics/Prognostics



## OBJECTIVE:

- ❖ Preventive Maintenance Requirement Reduced by 90%
- ❖ Reduce Maintenance Time by 75%
- ❖ No Test, Measuring and Diagnostic Equipment (TMDE) (external) / No Special Tools
- ❖ Better embedded diagnostic, prognostic
- ❖ Reduce maintenance demand

## LINKS TO OTHER "ILITIES"

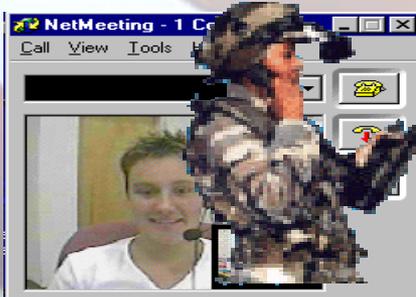
- ❖ Engine Designs
  - ✓ Hybrid Electric Engine (Mobility)
- ❖ Platform Design (Agility, Mobility)
  - ✓ Modular Components
  - ✓ Intelligent Components
  - ✓ Common Components
  - ✓ Reliability



Smart Battery



Petroleum, Oil & Lubricant (POL) Sensor



Tele-Maintenance

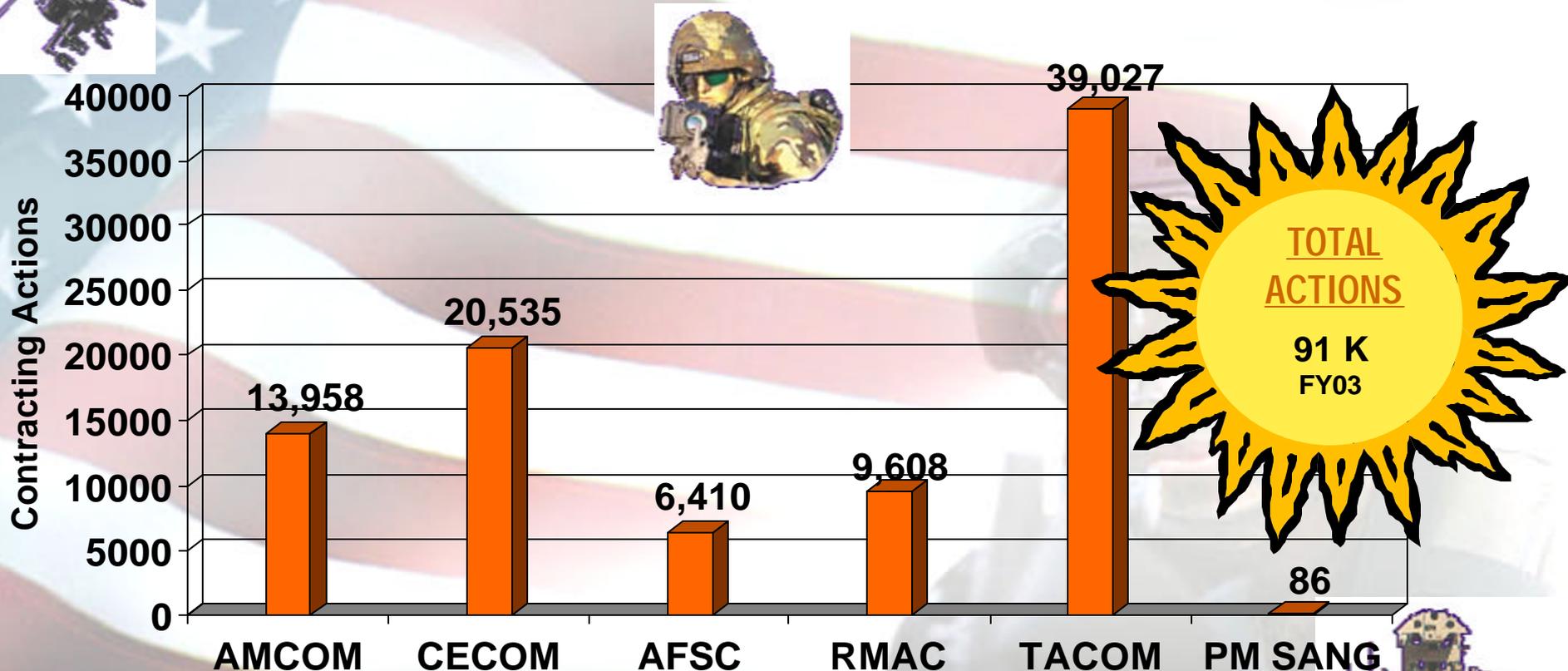


Mobile Parts Hospital (MPH)



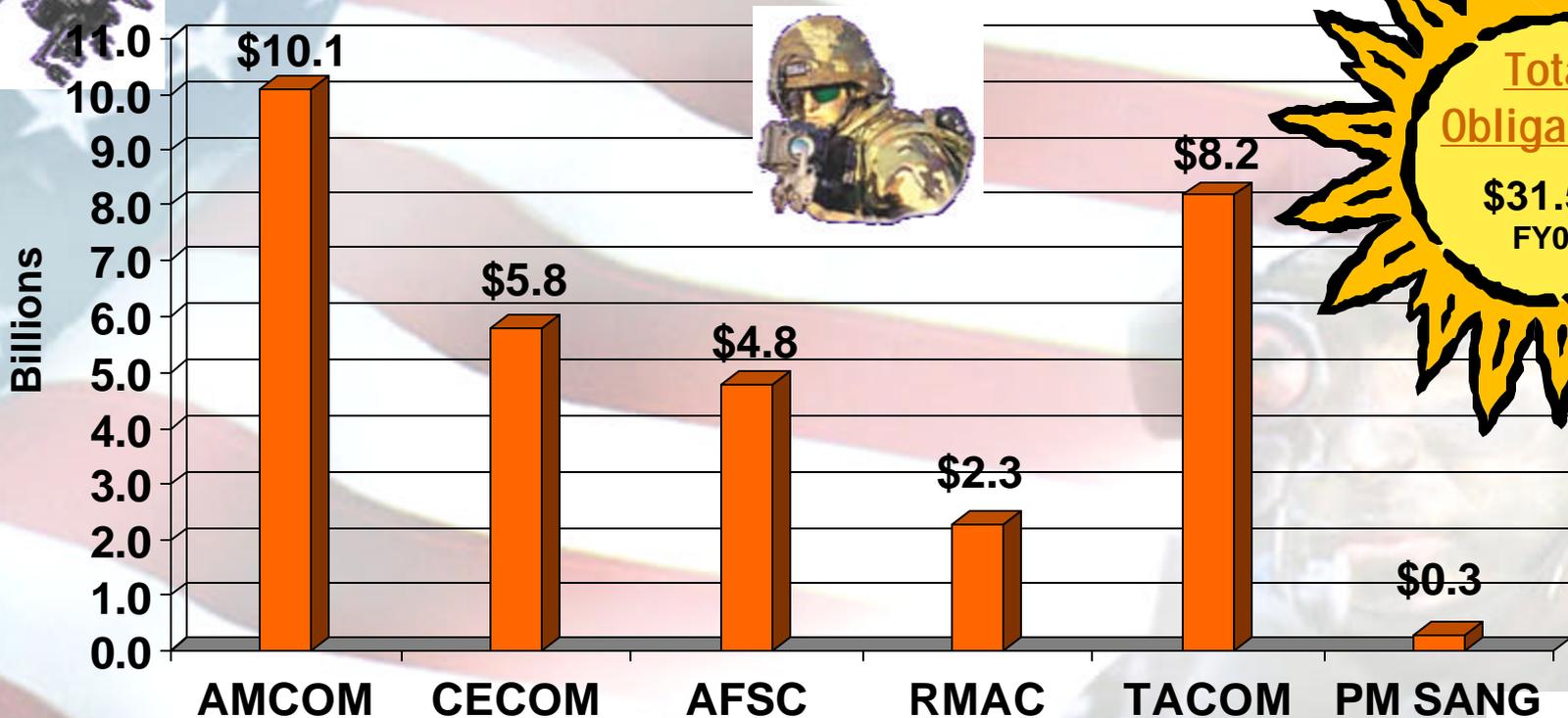
# AMC Acquisition Centers' Contracting Actions

## Contracting Actions (Thousands)



# AMC Acquisition Centers' Contracting Obligations

## Contracting Dollars (in Billions)

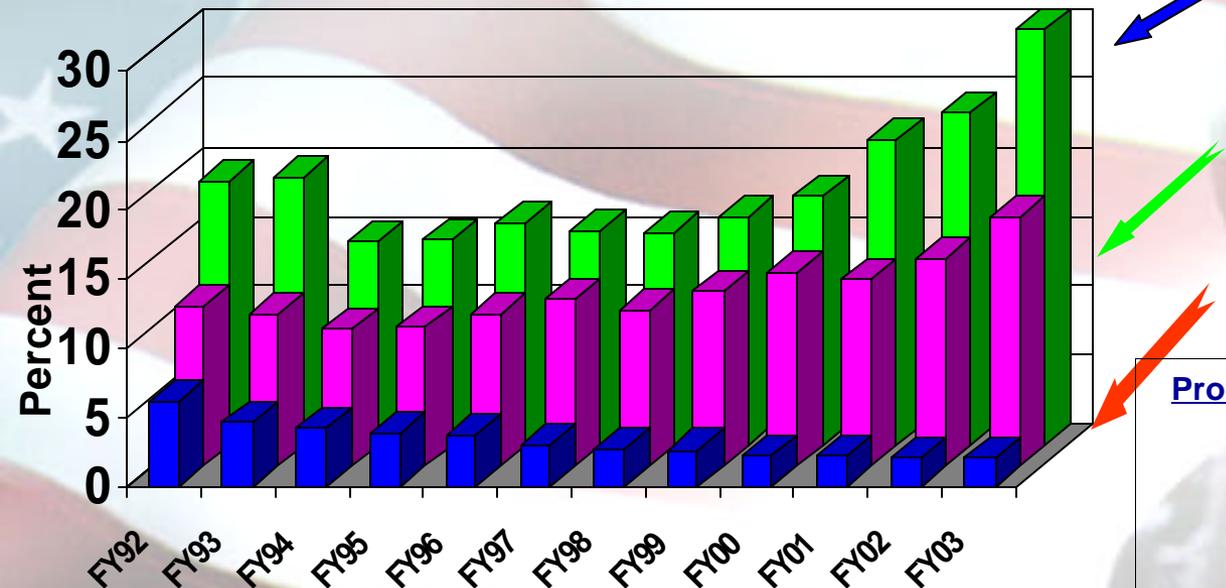


AMC PURCHASE CARD PROGRAM  
Transactions: 286 K  
Dollars: \$170.2M



# AMC Contracting: Trends & Impact

■ People ■ Actions ■ Dollars



## Increased Workload

- **Up 30%** since '95

## Increased Actions

- **Up 18%** since '95

## Decreased Workforce

- **Down 43%** since '95
- down 56% since 1992

## Process Efficiencies Used to the Max!

- Long Term Contracts
- Partnering
- Credit Cards
- E-Commerce/Paperless Contracting
- ALPHA Contracting
- Alternative Disputes Resolution
- Direct Vendor Delivery

# AMC Manages Conventional Ammunition

**We:**

## Procure

Operate the  
Ind. Base

## Store

Train  
Maintain  
Inventory  
Surveillance

## Distribute

Training  
War Reserve

## Demil

All Services  
367K STONS  
= 19%  
of Storage

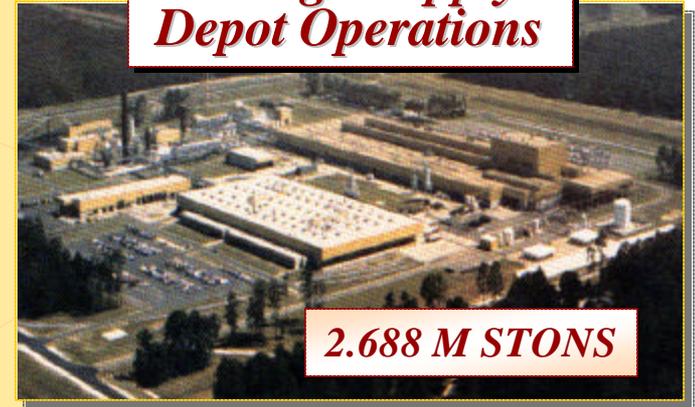
*Field Operating Agency for the Single Manager*

**Conventional  
Ammo Value  
\$ 20.4B**

**To Do That  
There Are:**



**Storage/Supply  
Depot Operations**



## **OCONUS**

- ✘ Direct Support to All CINC's
- ✘ 702K STONS War Reserve
- ✘ 4 APS

## **FY2003 Examples:**

- ✘ Trained 28,815 Students
- ✘ Maintenance Performed on 8.9K tons
- ✘ Demilitarized 43.2K tons
- ✘ Shipped 217K tons
- ✘ Received 167K tons



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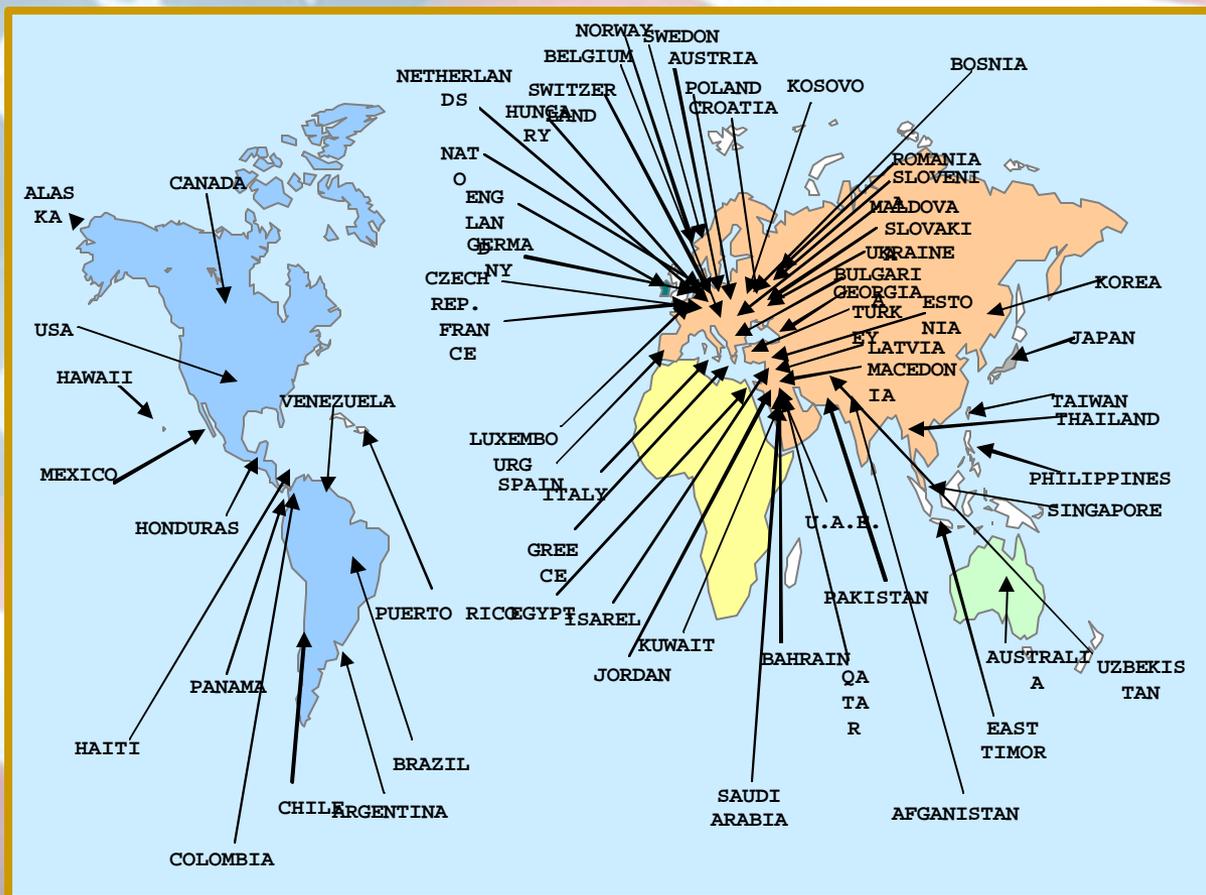
**We are  
Transforming.....  
To do it Better !**



**Vision & Mission**

# AMC Support to Combat Commanders

## Worldwide Locations



- ### AMC Supports
- ❖ Deployment
  - ❖ Sustainment
  - ❖ Reset

Providing Support to Soldiers Across the World;  
24 Hours a Day, 7 Days a Week, 365 Days a Year

# Army Prepositioned Stocks (APS)

**Priority for Fill:**  
 APS-4, ARF-Guam, ARF-Diego,  
 APS-5, ARF – MED, APS-2  
 (Change VCSA 26 May 03)

## APS-2 (Europe)

Italy: 1x1 Brigade Set  
 Netherlands: OP Project Stocks  
 Germany: Immediate Ready Force (IMF)  
 Israel: Ammo – Stocks for Allies

Place Afloat as Interim  
 ARF Diego 1x1 BCT  
 Mar 04

## APS-1 (Conus)

OP Project Stocks  
 Sustainment Stocks

Fully  
 equipped  
 the 3ID

## APS-5 (Southwest Asia) ★

(Equipment Issued in Support of OIF)

Kuwait: 2x2 Brigade Set 3x3 BCT being validated  
 Watercraft Units  
 Qatar: Theater Opening Package  
 OP Project Stocks  
 Sustainment Stocks  
 2 Hospital Unit Sets

## APS-4 (Pacific) ★

Korea: 2x2 Brigade Set  
 Theater Opening Package  
 OP Project Stocks  
 Sustainment Stocks  
 Ammo – Stocks for Allies  
 1 Hospital Set  
 Japan: OP Project Stocks  
 Watercraft Unit  
 Sustainment Stocks  
 Theater Opening Package  
 4 Hospital Unit Sets  
 Hawaii: OP Project Stocks

## APS-3 (Afloat)

(Equipment Issued in Support of OIF)

12 Ships – Indian Ocean / Pacific / Med  
 3 1x1 BCTs  
 2 CSG Unit Set Package 1 in SWA  
 2 HA/DR Unit Set Package 2 in SWA  
 OP Project Stocks 1 in SWA  
 Sustainment Stocks 2 in SWA

1x1 BCT on Station Guam  
 1 ea CSG Package Upload  
 Mar 04

★ Indicates 2x2 Brigade Sets

# AMC Support to Combat Commanders

## Force Provider

- 57, 750 meals served per day
- 10 minutes of shower time daily per soldier
- 1600 lbs of laundry processed per day
- Air conditioned/heated temper tents
- Containerized - ready for deployment
- Provides religious and recreation facilities

Occupies 18 acres and includes 152 pieces of equipment

Operational in less than two (2) weeks

- First time use in Joint environment.
- Current operations validated need.
- Largest quantity ever deployed.
- Production of new modules continue.



- Transportable**
- Air 
  - Sea 
  - Land 

- 35 fielded and deployed
- Supports 19, 250 soldiers daily

- Missions**
- Base Camps
  - Theater Reception
  - Intermediate Staging Base
  - Rest & Refit
  - Humanitarian Aid
  - Disaster Relief

- Essential for early entry forces
- Enhances Lethality
- Improves Quality of Life

**Force Provider** → **Quality of Life** → **Combat Multiplier**

# AMC Support to Combat Commanders Logistics Civil Augmentation Program (LOGCAP)

## ❖ *What is LOGCAP...*

- ✓ The Army's Premier Contingency Contracting Vehicle that Leverages Worldwide Corporate Resources for CS/CSS Force Augmentation
- ✓ Supports the Current, Stryker, & Objective Forces and War on Terrorism

## ❖ *Pre 9/11...*

- ✓ Plan Development of Supported ASCC
- ✓ East Timor: Base Camp / Medical
- ✓ Balkans: TMDE / AOAP
- ✓ Haiti: Medical Support for Dept of State
- ✓ Colombian Army: Aviation Support / Training
- ✓ Fort Polk, LA: Force Provider Support

Over \$13.1M in Requirements  
and 94 Contractors

## ❖ *Post 9/11...*

- ✓ Supporting every major MACOM: OEF / OIF
- ✓ Base Camp Operation and Maintenance: Afghanistan, Kuwait, Iraq
- ✓ Theater Transportation: Kuwait, Iraq
- ✓ Life Support: Coalition Provisional Authority (CPA) & Iraqi Survey Group (ISG-DIA)
- ✓ Quality of Life Improvements: V Corps DFACs

\$7.25B in Requirements  
16,169 Contractors

## ❖ *Future...*

- ✓ Homeland Security, Stryker, Expanding Requirements of OEF/OIF, Liberia?
- ✓ LOGCAP Critical to Contingency Operations



# AMC Support to Combat Commanders

## Setting the Force

### ARMY PLAN

The Army will undertake a disciplined, orderly reconstitution to restore combat power.

The Army will implement lessons from Desert Storm, OEF, OIF, and operations in the Balkans to refine and improve our efforts.



1555 Tracked vehicles  
9426 HMMWV  
7074 Wheeled vehicles  
3579 Trailers



### ARMY / INDUSTRY PARTNERSHIP

- Coordinated AMC & PEO / PM logistics plan
- Gearing up to workload organic & commercial sources



248 AH-64  
204 CH-47  
431 UH-60

### WAY AHEAD

- Set the Force to support National Defense priorities
- Provide cost effective technology upgrades
- Rapidly restore Army fleet to support readiness goals



9 Patriot Battalions  
82 MLRS  
125,000 ST of ammo

### CHALLENGES

- Timely evacuation of equipment back to CONUS repair facilities
- Managing reconstitution within established business rules
- Continuing to support current operation without diminished support to rest of Army fleet



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**We are  
Transforming.....  
To do it Better !**



**Briefing Schedule**

# Briefing Schedule

- 10 Feb** **AMC Overview & Chemical  
Materials Agency**
- 19 Feb** **Aviation & Missile Command**
- 24 Feb** **Communications-Electronics  
Command**
- 26 Feb** **Research, Development and  
Engineering Command**
- 13&15 Apr** **Tank-automotive & Armaments  
Command**
- 4 May** **Joint Munitions Command**





*AMC is.....*

*Transforming to Provide Global  
Sustainment !!!!!*





**Support to the  
Soldier !**

# Questions

