As our Army transitions from more than a decade of combat and enters a period of prolonged fiscal uncertainty while supporting increasing contingency requirements around the world, U.S. Army Materiel Command (AMC) is in the midst of adapting its commands and organizations to remain the premier provider of readiness for the Army and the joint force.

Through its regional alignment with the geographical combatant commands (COCOM), AMC is committed to providing joint warfighter readiness—researching, developing, delivering and sustaining the equipment and materiel required to meet any future mission. Transitioning our logistics capabilities and processes, AMC is providing asset visibility at the enterprise level never before seen,
facilitating material and equipping decisions while maintaining accountability throughout the logistics pipeline—from depot to installation to unit.

**Supporting the Current Fight, Preparing for the Next Contingency**

AMC plays a pivotal role in the retrograde and reset of equipment from Afghanistan. Through joint collaboration and synchronization with our strategic partners—U.S. Transportation Command (TRANSCOM) and the Defense Logistics Agency (DLA)—AMC has continued to preserve critical resources, streamline processes and gain efficiencies. This involves clearly understanding the combatant commander’s intent and priorities and providing uninterrupted support while simultaneously setting conditions and anticipating future contingency operational requirements.

Acknowledging the current and future resource-constrained environment, AMC is quickly adapting its support structure, research and development, and logistics processes to remain the Army’s and COCOMs’ global logistics provider of choice. This will be sustained through the symbiotic relationship among Army field support brigades (AFSB), directorates of logistics, the enduring organic industrial base (OIB), research and development, and expeditionary contracting capabilities. Each plays a critical role through the entire logistics and sustainment process, from early entry tasks, to out-load, to depot-level maintenance, to reach-back, to materiel regeneration back to the warfighter.

AMC’s depots, arsenals and ammunition plants—the Army’s OIB—are strategic enablers, along with labs and engineering centers, and are combat multipliers in our planning efforts as we reset the force and prepare for unknown future contingencies. The OIB encompasses more than 20 critical, one-of-a-kind facilities providing capabilities that, in many cases, exist only in the United States. A robust OIB accelerates the reset and modernization of our Army’s equipment and generates readiness in our brigade combat team (BCT) formations. As examples, the Lake City Army Ammunition Plant in Independence, Mo., is the only small caliber ammunition manufacturer, producing up to 1.5 billion rounds per year; aviation reset workers at Corpus Christi Army Depot in Texas deliver a combat aviation company’s worth of UH-60s every six weeks; and Watervliet Arsenal in New York, which recently celebrated its 200th year, is the sole producer of large-caliber gun tubes for DoD. These unique and “generation-grown” capabilities are a national resource and are vital to our nation’s defense.

**AMC’s Global Stance in Support of COCOMs**

AMC continues to provide the advanced equipment and materiel solutions that help ensure that the Army remains the most dominant land force the world has ever known. The global threat environment is changing at an accelerated pace, and AMC must remain postured to meet U.S. land forces home station and expeditionary support requirements. To do so, the Army has implemented regionally aligned forces (RAF), which is the concept of the Secretary of the Army and the Chief of Staff of the Army to provide combatant commanders with versatile, responsive and con-
sistently available Army forces to meet requirements across a range of military operations, including operational missions (crisis response and limited contingency operations); operations support (as outlined in Title 10 of the U.S. Code); theater security cooperation activities; and bilateral and multilateral military exercises. As part of the joint force, the Army provides the versatility, responsiveness and consistency to the CO-COMs to prevent, shape and win.

AMC has embraced the RAF concept by remaining expeditionary, adaptable and responsive through regionally aligning its force structure with each geographical CO-COM and strategically positioning and reallocating materiel to provide optimal support. Army prepositioned stocks (APS) are an example of how AMC is able to provide global agility and increase operational reach to the joint force. AMC has effectively aligned the Army’s APS capabilities, adjusting, modernizing and updating stocks and equipment in accordance with Headquarters, Department of the Army, and COCOM mission priorities. As a result, AMC continues to be a vital force multiplier, providing a scalable and tailored response across the spectrum of operations in all types of operational environments in support of the warfighter.

**AMC and the Global Supply Chain**

The Army’s future operating environment requires the ability to provide flexible landpower to the joint force; therefore, we must look for supply chain efficiencies, identify gaps, leverage APS and enhance DoD’s execution of its global distribution responsibilities. Working closely with DLA and TRANSCOM, AMC will continue to optimize the global supply chain by utilizing the logistics information warehouse (LIW) and its decision support tool, a Web-based materiel distribution system, to see materiel in real time, with the ability to track status, location and other key information in order to manage materiel distribution with accuracy, awareness and efficiency—all at a significantly lower cost.

AMC continues to lead the way in the provision of lifecycle logistics information and supporting automation capabilities for the Army. These efforts are critical to execution of the Army lead materiel integrator (LMI) role and directly support our core competencies to equip, sustain and integrate materiel to enable a decisive force. Timely, relevant and secure logistics automation information systems, collaboration services, and business intelligence and decision support tools are vital to executing Army missions, particularly in a constrained resource environment. This priority includes three strategic capabilities: logistics automation; information system operations and support; and information/cyber security, awareness, and computer network defense.

LIW serves as the foundation and focal point of the global supply chain. To fulfill this role, the AMC Logistics Support Activity will modernize and integrate existing data systems into a single authoritative repository and
support the Army enterprise resource planning, allowing seamless reporting and total asset visibility as the single Army logistics enterprise landscape continues to evolve. The network-enabled speed of business process communications and information work flow will greatly enhance the Army’s readiness at a reduced cost. Investments to strengthen the global supply chain will result in more accurate and reliable decisions, enhanced data services, and customizable reports and actionable information specific to the users’ unique mission set.

Delivering Readiness
At the Army Installation Level
In October 2012, 73 directorates of logistics (DOLs) were realigned from Installation Management Command to AMC, eliminating duplication of effort at the installation level by linking these former stand-alone capabilities to the larger Army logistics network of capabilities. In October 2013, these DOLs will transform into logistics readiness centers (LRCs). This transition is more than just a name change. We will pursue a centralized contract strategy for supply, maintenance and transportation services through the enhanced Army global logistics enterprise program to standardize services, reduce overhead and divest expensive contract vehicles. Through the delivery of common levels of support, the LRCs will be fully linked and integrated with all of AMC’s portfolio of capabilities providing commanders access to full-spectrum logistics functions—from national capabilities to organic resources.

All these initiatives are in support of Global Logistics 2020, which seeks to optimize logistics functions to achieve operational reach, enable freedom of action and provide endurance for joint forces. We want to ensure Army solutions address emerging strategic gaps that include optimized industrial base capability and capacity, unity of effort, joint theater logistics, Special Operations forces and conventional force interdependence, and continued collaboration and integration of the reserve component. AMC is working toward this end with U.S. Army Training and Doctrine Command, U.S. Army Forces Command, and Headquarters, Department of the Army. The purpose is to inform the Army functional concept for sustainment to empower sustainment commanders to synchronize and support regional forces, reduce reliance on contracted capabilities, capitalize on lessons learned during 12 years of war, and define operational risks in light of resource constraints.

Getting Back to the Basics
As we transition from a primary wartime support focus to a continental U.S.-based expeditionary Army, our logistics processes must adapt. With responsibility for logistics from the national to the installation level, AMC has taken proactive measures to ensure consistency in critical logistics capabilities, while optimizing our industrial and organic maintenance and sustainment capabilities.

Working in concert with the Assistant Secretary of the Army (Acquisition, Logistics and Technology) and Program Executive Offices, AMC is planning a full review of the entire life-cycle management system as we transition hundreds of Army systems to the sustainment phase. We are establishing processes to transition systems from primarily contracted logistics support to soldier-maintained while continuing to ensure Army readiness and balancing modernization.

We will also sustain our investments in research and development and science and technology to ensure that we maintain the technological advantage achieved during the past 12 years of war while pursuing next generation technologies.

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As we set conditions for our Army for 2020 and beyond, AMC will continue to serve as the single entry point for Army and joint force global logistics support. Our goal is to be fully networked and transparent—regionally aligned and capable of rapidly responding to the needs of the COCOMs. We will continue to achieve the right balance with our capabilities while transitioning from wartime and production to sustainment, providing unmatched logistics support across the full spectrum of conflict. We are committed to sustaining unified land operations in complex environments across extended distances to facilitate operational adaptability, provide distributed support at all echelons, and ensure freedom of movement and action for the joint warfighter. At the end of the day, our vision at AMC remains being the premier provider of Army and joint readiness to sustain the strength of the nation—the soldier.