

2014-2024 AMC Strategic Plan



U. S. ARMY MATERIEL COMMAND



IN DEFENSE OF FREEDOM

8 October 2013



2014-2024 United States Army Materiel Command Strategic Plan



From the Commander...

Every day, I see the men and women of Army Materiel Command do amazing things in support of our deployed Warfighters. The professionalism, commitment and dedication of our workforce to the Soldiers, Civilians, and Army Families bearing the burdens of war are truly impressive. We are proud that during the last decade of conflict, AMC has done more to provide readiness solutions, materiel and logistics, than at any time since the command's inception fifty years ago. Our accomplishments exemplify the command's motto: ***AMC Provides!***

AMC continues to provide our Joint Warfighters with the decisive edge wherever they serve. However, we are entering a new era of evolving threats, advancing technologies and reduced resources. Within that environment, AMC must equip and sustain a smaller, leaner and more agile Army. The ***2014-2024 AMC Strategic Plan*** guides our command in its pursuit of that objective. The strategic plan provides a roadmap for our long-term success through identifiable and quantifiable outcomes aligned to our Core Competencies – Equip, Sustain, Integrate and Enable. The plan helps us increase our emphasis on performance within our Lines of Effort and to pursue our vision of ***The Premier Provider of Army and Joint Readiness to Sustain the Strength of the Nation.***

The AMC Strategic Plan outlines how AMC builds on the trust that the command has developed over the past decade across the joint and interagency community, and helps to reshape the way we do business. Deliberate change is essential if our command is to do its part in ensuring that the U.S. Army remains the most capable land force that the world has ever known. Our mission statement sums up AMC's essential role very succinctly: ***AMC develops and delivers global readiness solutions to sustain Unified Land Operations, anytime, anywhere.*** It is our responsibility to keep our mission-focus as we confront the challenges of the future operating environment, remembering that brave Americans around the world continue to depend on us.

Army Strong!

A handwritten signature in black ink, appearing to read 'D. Via', written in a cursive, stylized font.

DENNIS L. VIA
General, USA
Commanding

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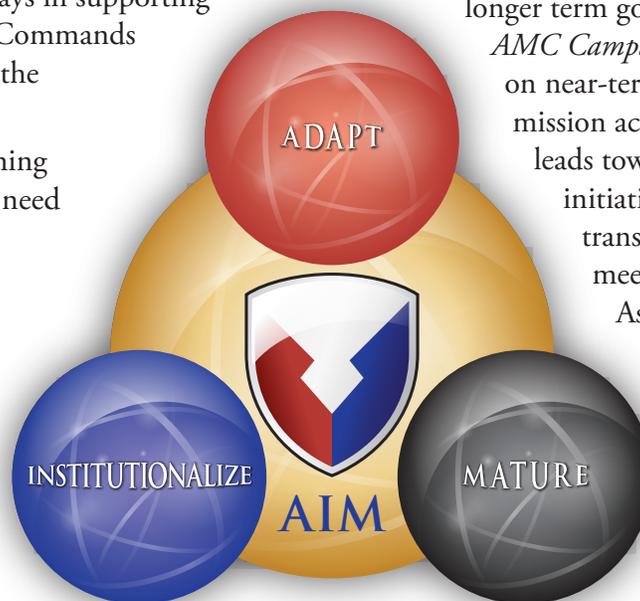
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Army Materiel Command (AMC) Strategic Plan

Overview

AMC provides global logistics and materiel support for Army Soldiers and our Joint Forces. Our efforts are vital to ensure the Army remains responsive, deployable, agile, versatile, lethal, survivable, and sustainable both today and for the future as our focus changes following over a decade of war. AMC's assignment as Lead Materiel Integrator (LMI) on 22 March 2011 by the Secretary of the Army further highlights the expanded role the command plays in supporting the Army Service Component Commands and Combatant Commands at the strategic-level.

Our shifting focus over the coming years requires us to balance the need to capture valuable lessons and capabilities with the imperative of adjusting to ever-changing conditions. We do this by adopting a three-pronged *approach* to capabilities management, cycling them between the three interlocking phases of *adapt*, *institutionalize* and *mature* (AIM). We will manage AMC's capabilities in accordance with the strategy outlined in our national strategic guidance documents and in accordance with our leadership's goals and objectives. Our *adaptation* involves those actions taken to adjust to new conditions in our operating environment thus ensuring that AMC remains relevant to Department of Defense (DoD) and our future vested interests such as our stakeholders and our customers. Our *institutionalization* allows for those actions taken to establish a practice or activity through the formal documentation of these activities in doctrine, regulation and programs and budgets. This will preserve processes, procedures and resources required to support all missions. Finally, our *maturation* is defined as those actions taken by AMC Staffs and Major Subordinate Commands (MSCs) to establish capabilities, concepts,



and opportunities to support current and future mission requirements. Maturing activities have a higher yield for the Department of Defense and AMC. This facilitates the opportunity to shift from a legacy organization into a relevant command that provides global capabilities as we position for the future

Scope

The *AMC Strategic Plan (AMC SP)* introduces near-term objectives and provides guidance toward the longer term goals that fulfill our vision. Our *AMC Campaign Plan (AMC CP)* focuses on near-term objectives that drive to mission accomplishment. The *AMC SP* leads toward those strategic milestones/initiatives that will guide to AMC's transformation while adapting to meet the future needs of the Army.

As we look forward, it is important for us to break these efforts into achievable and relevant areas of accomplishment. Thus, we have designed the strategy to progress through those near- and mid-term goals and objectives to achieve our identified long-term goals. The *AMC SP*

provides the necessary foundation for ensuring that the command's capstone plans remain relevant for meeting future requirements.

AMC Vision

The Premier Provider of Army and Joint Readiness to Sustain the Strength of the Nation

- Premier Provider to Army and Joint Forces: Providing the visionary requirement of global engagement (Capstone Concept for Joint Operations)
- Readiness: Preparing and sustaining materiel for the ability to fight (Army Capstone Concept) thus advancing globally integrated

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operations to address our operational challenges (Capstone Concept of Joint Operations)

- Sustain the Strength of the Nation: Providing capabilities for the Army and our Joint partners (Chief of Staff Marching Orders)
- AMC synchronizes the Army's readiness efforts in order to maintain a capable land force for any mission by sustaining the strength of our Nation
- AMC provides the US land force's regionally-aligned and expeditionary capability through the command's customer-focused initiatives
- AMC enables the US land forces to seize and retain the initiative as the Nation's flexible decisive force

AMC ensures the country's readiness for land dominance by establishing five broad conditions that define vision fulfillment for the command: (1) support the equipping needs of the Joint Warfighter; (2) manage a successful transition from combat-focus to readiness for the Army of 2020 and beyond; (3) develop a concise capabilities-based organization for future solutions; (4) ensure the care and development of our workforce and our identified emerging leaders; and (5) ensure a positive cost culture while aligning investments and overall capabilities in line with operations. Each of the conditions aligns to one of the command's Lines of Effort (LOEs).

AMC Mission

AMC develops and delivers global readiness solutions to sustain Unified Land Operations, anytime, anywhere

- AMC develops critical logistics and materiel solutions by the delivery of the Army's readiness requirements.

- AMC provides strategic management and advocacy for one of our national treasures—the organic industrial base.
- AMC provides critical enabling capabilities for the full range of military operations to the sustain Unified Land Operations.

AMC develops and delivers readiness solutions globally by accomplishing five strategic goals that qualitatively define mission accomplishment for the command: (1) provide readiness for Unified Land Operations; (2) provide overall sustainment in support of global operational readiness; (3) discover, develop and demonstrate technologies and innovations required to meet current and emerging Army and Joint Forces needs and deliver future force capabilities; (4) build and sustain a professionally trained and ready workforce of flexible and adaptive leaders and multi-skilled team members to include Soldiers and Civilians; and (5) become a cost-focused and more efficient operation. These five goals drive AMC through the near-term and into the mid-term planning window. The associated metrics will naturally adapt to reflect changes in readiness requirements.

Strategic Environment

As the Army and AMC continue to transition their focus, the strategic environment will continue to be complex, uncertain and unpredictable. As stated in the Army Strategic Planning Guidance of 2013, this strategy "is intended to balance long-term planning with near-term decision making" to help provide for "the Army of the future." The ability to handle rapid transitions and deal with unprecedented uncertainty is paramount in allowing this strategy to shape the future vision of AMC.

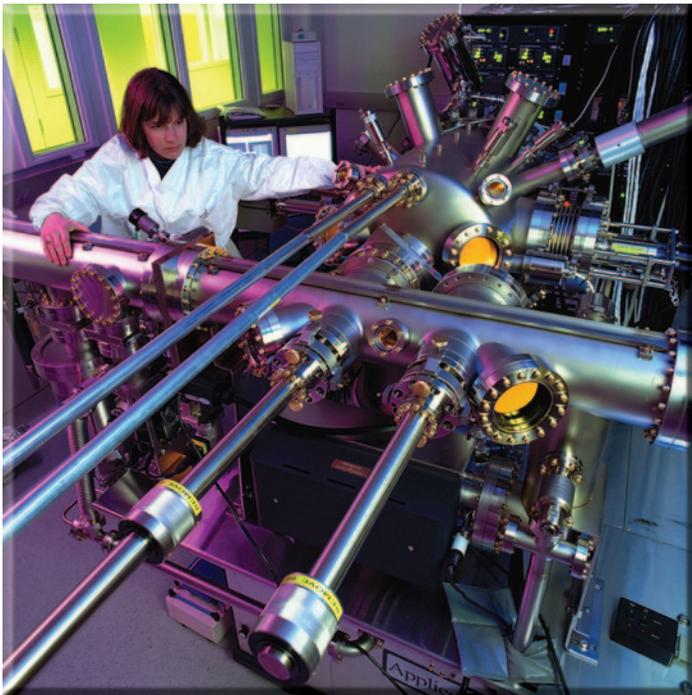
From the Chairman...

Strategy is essentially about choices—choices about how to achieve our aims with the resources available to us.

Martin E. Dempsey
General, U.S. Army

Commander's Intent

The Army has accomplished remarkable feats on the battlefield and on the home front in the past and Army Materiel Command has been there every step of the way. As we prepare for the future, we must take stock of where we are today and remember to hold true to the responsibilities we have honored throughout a decade of conflict. AMC must honor the sacred trust it holds with the Soldiers, Civilians, and Contractors making great



sacrifices for the Nation in Afghanistan and elsewhere, fighting violent extremists and deterring aggression.

At the same time, AMC must also look ahead into the not-so-distant future to prepare to facilitate the rapid and responsible retrograde of US forces from Afghanistan with our DOD and Joint Forces. Part of that responsible transition will be supporting the Afghan security forces as they fully assume the responsibility of securing their own homeland through foreign military sales and lifecycle sustainment support. While we cannot fail to meet these near-term obligations, the global financial crisis and instability in the Levant, North Africa, and elsewhere demand that we refocus our attention on the future challenges of land force readiness.

The need to support regionally-aligned and dominant land forces, given the declining power of scarce defense dollars, will require that AMC be a leader in integrating and synchronizing disparate readiness functions to exploit potential efficiencies and synergies. No other military command can ensure that the Army is ready and able to expand to meet mission requirements in any crisis like AMC. No other Army command is better positioned and postured to integrate the sustainment functions of the US Joint Force enabling US military land dominance. To overwhelm any adversary, the Army needs AMC to leverage its unique capabilities to effect the proper balance between maintaining the technical superiority of our formations, from the squad to the brigade, and supporting the operational readiness and training proficiency of those units in home station.

Contemporary challenges in the operating environment do not permit us the luxury of sacrificing readiness for the sake of developing future capabilities or vice versa. AMC is responsible to ensure that the Army is ready for any mission – anytime and anywhere. Current and emerging threats compel us to maximize our readiness and develop future capabilities from an inherently joint perspective.



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Major Subordinate Commands



AMC's influence is felt throughout the Army through the inclusion of our operationally-focused MSCs. AMC is the leading provider of materiel readiness to ensure land dominance for the United States and its allies. In support of our mission, Headquarters AMC provides support to 10 MSCs and Separate Reporting Activities (SRAs). Their identities and responsibilities are as follows:

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 combatant commander (CCDR).

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 Force.

Joint Munitions & Lethality* (JM&L) [Picatinny Arsenal, 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 mode-neutral deployment/distribution services to the Department of Defense in its capacity as Army Service

Component Command of USTRANSCOM. Providing adaptive and flexible transportation solutions that deliver capability and sustainment requirements on time.

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

Chemical Materials Activity (CMA) [Aberdeen Proving Ground, MD] — ensures safe chemical weapons destruction and secure chemical stockpile storage.

Joint Munitions Command (JMC) [Rock Island Arsenal, IL] — manages the storage, distribution, demilitarization, and production of conventional ammunition for all US 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 CCDR engagement strategies and strengthening global partnerships.

Army Contracting Command (ACC) [Redstone Arsenal, AL] — provides responsive, innovative and efficient procurement solutions to enable the Army's global warfighting dominance.

*Life Cycle Management Command (LCMC) — 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.



Core Competencies

This plan articulates our Core Competencies and LOEs, while being nested in and complementing the Army's goals and objectives. Our four Core Competencies are specifically derived from the directed missions of AR 10-87, Army Commands, Army Service Component Commands, and Direct Reporting Units, and the capabilities of our MSCs to meet their individual missions:

1. **Equip** — to provide the Army with materiel and technology needed to equip units for land dominance in support of force generation as requirements change.
2. **Sustain** — to maintain, repair, replenish, distribute and retrograde materiel required to sustain the Army in a full range from disaster relief missions, building partnership capacity, shaping operations or sustaining decisive action.
3. **Integrate** — to incorporate all Army materiel and logistics initiatives into an integral whole.
4. **Enable** — to provide the requisite facilitating capabilities for integrated end-to-end logistics and materiel support.

These Core Competencies efficiently and effectively provide a foundation for AMC requirements. They provide the Army with the fundamental knowledge, the ability, and the expertise in our defined specific subject areas or skill sets. The following outlines how each of our MSCs align to the Core Competencies and their identified Core Functions.

Core Functions

Core Functions are those critical activities that one or more organizations perform to accomplish AMC's mission. AMC must perform these Core Functions to fulfill its mission for the Army. Core Functions are integral components of the Core Competencies. The Core Functions provide the basis for designing the structure of an organization and assigning roles and responsibilities within that structure.

The following chart depicts the alignment of the MSC Core Functions to the overarching AMC Core Competencies:

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AMC'S CORE COMPETENCIES

EQUIP

To provide the Army with materiel and technology needed to equip units for land dominance in support of force generation as requirements change

SUSTAIN

To maintain, repair, replenish, distribute and retrograde materiel required to sustain the Army in a full range from disaster relief missions, building partnership capacity, shaping operations or sustaining decisive action

INTEGRATE

To incorporate all Army materiel and logistics initiatives into an integral whole

ENABLE

To provide AMC staff and associated MSCs with the opportunity, authority, and resources to fulfill their mission in support of joint interdependency

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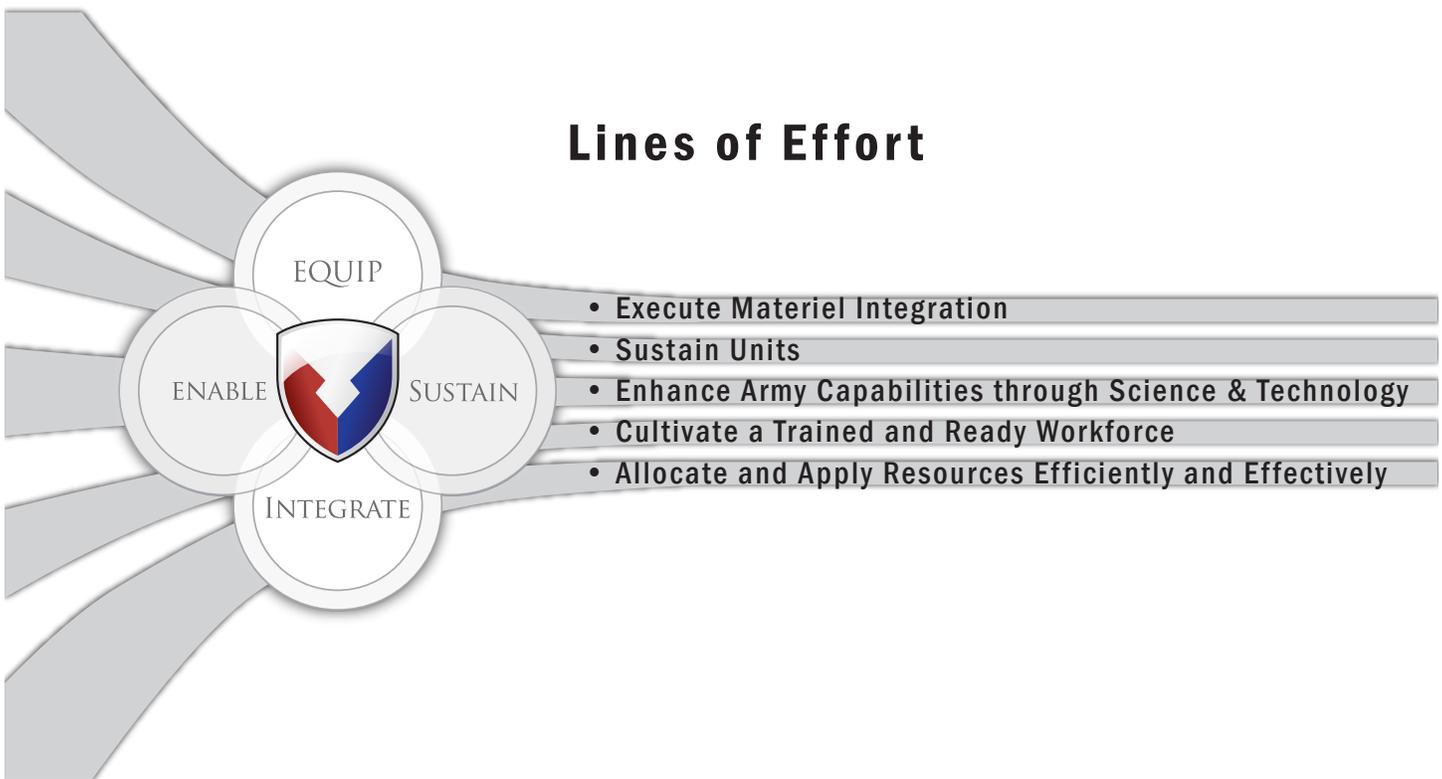
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- Equip, sustain, and integrate Soldier air and ground combat systems
- Maintain a ready, capable, and viable Industrial Base
- Communications, electronics and interoperability certification testing and configuration management of all Army Command, Control, Communications, Computing, Intelligence, Surveillance and Reconnaissance (C4ISR) systems
- Depot/Joint equipment repair, overhaul, reset, recapitalization, service life extension programs, upgrades and disposal
- Lifecycle management for equipment and supplies
- Store, distribute, demilitarize and produce ammunition
- Synchronize global logistics ISO our Army and joint partners
- Execute materiel and distribution management and of Class VII and IX ISO ACOMs
- Conduct Fundamental Research and Advanced Technology Development & Demonstrations
- Provide Lifecycle Engineering Support to PEOs/PMs
- Prevent, Shape, Win Strategy through effective Security Assistance Programs and Foreign Military Sales
- Global contracting support and services
- Deploy, sustain, & provide ITV to support global deployment and distribution
- Transportation and distribution services
- Storage/destruction and Emergency preparedness of U.S. chemical weapons
- Provide the Army's authoritative data repository for Logistics Domain Data
- End-to-end supply chain management, strategic sourcing and synchronization
- Resetting the force
- Worldwide Army pre-positioned stocks (APS) and strategic flotillas
- Forward-deployed logistics assistance to U.S. land forces and allies; Army Field Support Brigades, Army Field Support Bn, Bde Logistics Support Teams and Forward Repair Activities
- Ammunition sustainment for all service components and strategic foreign customers
- Research and Development of future and existing technologies/ applications and FAST support

- AMCOM, TACOM
- LCMCs, JMC, SDDC
- CECOM
- JMC, LCMCs
- AMCOM, CECOM, TACOM
- JMC, SDDC, JM&L, RDECOM
- ASC, LCMCs
- ASC, LOGSA
- LCMCs, RDECOM
- LCMCs, RDECOM, SDDC
- USASAC , LCMCs
- ACC
- SDDC
- SDDC
- CMA
- LOGSA
- AMCOM, CECOM, TACOM, JMC
- ASC, LCMCs
- ASC, LCMCs
- ASC , JMC, LCMCs
- JMC, JM&L
- RDECOM

Lines of Effort



Lines of Effort

Our AMC LOEs provide the planning and execution framework for integrating and synchronizing the full range of AMC tasks for the achievement of the command's strategic goals. All five of the LOEs converge on AMC's enduring end state which is succinctly captured by its vision statement: The Premier Provider of Army and Joint Readiness to Sustain the Strength of the Nation. Although they are operational tools, the LOEs are essential bridges between the strategic aims of the command with task execution at the lowest level. As such, they enable comprehensive unity of effort across AMC's varied and complex Core Functions.

The LOEs are not listed in priority order. As with all aspects of strategic planning, the priority weighting of these LOEs will be driven by immediate or anticipated requirements. Therefore, in execution, the LOE champions ensure their Action Plans are responsive to command-identified priorities:

- Execute Materiel Integration — Provide readiness for Army and Joint Forces.
- Sustain Units — Provide overall sustainment in support of operational readiness.
- Enhancing Army Capabilities through Science

& Technology (S&T) Solutions — To discover, develop and demonstrate technologies and innovations required to meet current and emerging Army and Joint Forces needs and to deliver future force capabilities.

- Cultivate a Trained and Ready Workforce — Build and sustain a professionally trained and ready workforce of flexible and adaptive leaders and multi-skilled team members to include Soldiers and Civilians.

Lines of Effort (LOEs) link multiple tasks with goal-oriented objectives that focus efforts toward establishing end state conditions.

– ADRP 3.0

- Allocate and Apply Resources Efficiently and Effectively — Become a more efficient, effective and cost-cultured organization.

The LOEs cover the operational lines that AMC must address in order to fulfill the command's purpose (i.e., the mission or the "why") and to ensure readiness and relevancy in a dynamic operating environment.

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LOE 1 through 3 encompasses the conduct of AMC's assigned readiness activities. For example, LOE 1 and 2 are directly related to the Army Campaign Plan's (ACP's) directives in Major Objectives 5.8 and 6.6. Although the ACP is focused on a two-year timeframe, the directive language provided in the ACP Major Objectives provide a durable focus with a capability for providing appropriately assigned objectives that drive to the future vision. LOE 3 encompasses the efforts specifically identified by the Secretary of the Army in terms of research and development, science and technology. LOEs 4 and 5 provide for the command's enduring need for efficiency in operations, management of our human capital, and ultimate business processes.

AMC Goals and Objectives

Each LOE is managed by a HQAMC staff lead that drives initiatives toward actionable and measurable performance milestones. These milestones are developed under the oversight of the AMC DCS, G-3/4, to ensure that each LOE makes its necessary contribution to the continuous accomplishment of the strategy. They fall within three planning windows: near-, mid-, and long-term. The near-term includes specified objectives as they become the immediate actionable requirements. The mid- and long-term identify only those goals that drive toward the accomplishment of the Vision.

NEAR-TERM (2 years)

Each of these short-term major objectives delivers a specific outcome necessary for enhancing the viability of strategic sustainment of the Joint Land Force and for ensuring the adaptability of land-focused logistics and materiel activities as the Army matures its concept for the land force of 2020 and beyond.

MID-TERM (2-6 years)

Each of these mid-term goals delivers a specific outcome necessary for translating near-term viability and adaptability of AMC into institutionalized capability and capacity for ensuring the readiness of the Joint Land Force. (See Transitioning to the Campaign Plan section.)

LONG-TERM (> 7 years)

Each of these long-term goals delivers a specific outcome necessary for land dominance by a regionally-aligned Joint force.

The following are the strategic goals and major objectives by the LOE associated with the near-term:

NEAR-TERM

Line of Effort #1 – Execute Materiel Integration (aligns with ACP Major Objective 5.4 and 5.8); Lead: G-3/4

Major Objectives:

1. Equip units in support of readiness operations
2. Mature LMI as the readiness instrument for Joint, Interagency, Intergovernmental, and Multi-national (JIIM) synchronization of materiel support
3. Maintain and adapt a viable OIB
4. Receive, store, maintain, issue APS





Line of Effort #2 – Sustain Units (aligns with ACP Major Objective 6.6); Lead: G-3/4

Major Objectives:

1. Synchronize readiness support
2. Enable and execute Reset
3. Provide sustainment support to FMS partnerships
4. Increase expansibility of logistics support
5. Resource sustainment operations

Line of Effort #3 - Enhance Army Capabilities through Science, Technology (S&T) and Engineering Solutions (aligns with ACP Major Objectives 5.1, 5.3, 5.5, 5.6, 5.7, 6.5 and 9.2); Lead: CTO

Major Objectives:

1. Manage AMC’s Research, Development, Test, and Evaluation (RDT&E) Investment Strategy
2. Synchronize Program Objective Memorandum (POM) Development Processes
3. Facilitate Technology Transition
4. Provide Analytical Foundation to Support Key Decisions

5. Foster Innovation and Optimize Engineering Support to Augment Acquisition Processes
6. Maintain the Army’s Technological Advantage

Line of Effort #4 - Cultivate a Trained and Ready Workforce (aligns with ACP Major Objective 1.1, 1.3, 1.4, 2.2, 2.5 and Campaign Objective 4.0); Lead: G-1

Major Objectives:

1. Build and sustain a multi-skilled workforce with knowledge, capabilities, skills and opportunities for a rapidly deployable and sustainable force
2. Provide ongoing education and training opportunities for our workforce and foster continued commitment to the Army Profession (military and civilian corps)
3. Enhance performance and resiliency by promoting policy, programs and training aligned with the Five Dimensions of Strength: Physical, Emotional, Social, Spiritual, Family
4. Leverage qualified technical expertise to collaboratively improve safety and occupational health policies, oversight and performance

Line of Effort #5 – Allocate and Apply Resources Efficiently and Effectively (aligns with ACP Major Objective 7.2, 8.2, 9.2, 9.4, 9.5, and 9.6); Lead: G-8

Major Objectives:

1. Strengthen financial management through improved auditability
2. Enhance and sustain business operations
3. Right-size value-added and non-value-added services to inform resourcing decisions
4. Increase programs to support environmental planning and sustainability of natural resources

End State: Sustain the readiness of the Joint Land Force to prevent, shape, and win.

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MID-TERM

Major Goals:

1. Optimize the entire Industrial Base (Organic and Commercial) to rapidly acquire and divest capabilities to meet materiel and sustainment needs in a timely manner
2. Optimize the coordination of emerging Theater Security Cooperation (TSC) requirements within the materiel enterprise to ensure requisite capabilities and capacities are available
3. Establish materiel enterprise structures and protocols for leveraging the innovation and production capabilities of the private sector to support rapid equipping and fielding initiatives
4. Optimize the coordination of emerging requirements with the materiel enterprise to provide solutions at the point of need
5. Set conditions to allow AMC to assist in expansion capabilities for the Army and Joint Forces
6. Provide greater data sharing and logistics transparency
7. Modernize equipment and networking capabilities to prepare for future challenges
8. Reduce operational energy and water requirements by developing viable energy sources and increase water reuse
9. Support DOD efforts to provide end-to-end contract visibility and insight

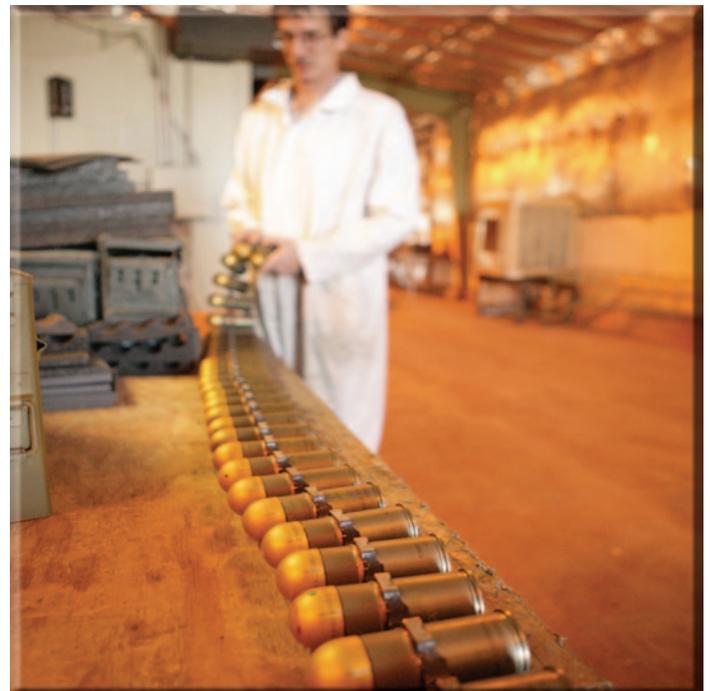
End State: Develop readiness solutions to enable mission-tailored forces to achieve land dominance.

LONG-TERM

Major Goals:

1. Provide combatant commanders with the materiel integration and sustainment support required to execute TSC plans
2. Provide capabilities and capacities to equip, sustain, and expand the total force to dominate in the land domain
3. Provide seamless integration of all networks
4. Identify critical arsenal manufacturing competencies and capabilities
5. Continue development of the Industrial Base integration strategies
6. Continue to monitor and adjust energy sustainment models

End State: Manage or oversee the development, integration, and delivery of all Joint Land Force readiness solutions.

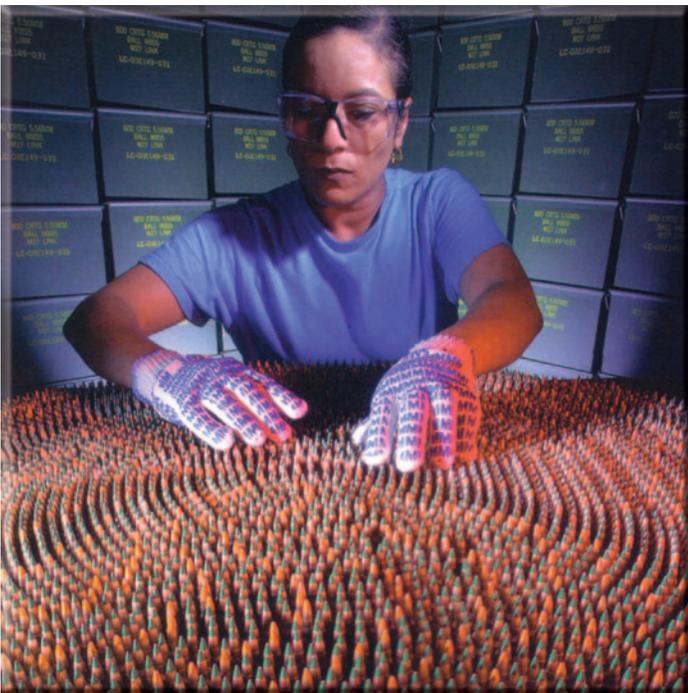


Transition to the Campaign Plan

The AMC SP provides the qualitative guidance that defines the institutional environment for the command and provides it with the conceptual underpinnings that keep it focused and deliberate in the face of uncertainty. The AMC SP accomplishes this through its defined core competencies (Equip, Sustain, Integrate, and Enable) and associated five LOEs. The translation of these foundational concepts is realized through the mid-term goals resident in the AMC CP.

The mid-term goals, like the long-term goals, are qualitative markers that define what success looks like through the two-six year planning horizon. Applying the given means of the command towards realizing these goals requires quantifiable planning targets, or near-term objectives, to ensure that the command's daily activities are necessary and sufficient for mission accomplishment and continued movement to the vision. Both the mid-term goals and the near-term objectives give the AMC CP direction and focus.

The motivational force of the AMC CP resides in the plan's integral action plans. Each action plan supports the associated LOEs. Collectively, the Lines of Effort address AMC's full range of roles and responsibilities to its customers, stakeholders, and partners. The foundational Lines of Effort (LOE 4 and LOE 5) cover the internal requirements that the command must address in order to be capable of fulfilling its aforementioned roles and responsibilities. The objectives provide near-term milestones for gauging progress and assessing the planning assumptions that were incorporated in each of the planning documents (i.e., AMC SP, AMC CP, and AMC action plans).



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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 Soldiers, 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 ensure readiness for Unified Land Operations. The Army Capstone Concept insists that the "fundamental characteristic of the Army necessary to provide decisive landpower is operational adaptability." Internal reforms designed to improve our support to the Nation include acquisition revisions, lead materiel integration, condition based maintenance, construction of the enterprise network, retooling of the industrial base and development of a competitive workforce that fully supports adaptability. The 2014-2024 AMC SP builds on our previous capstone plans and moves our attention to the future relevance and success of our Command as a whole. At the center of this plan are our enduring Core Competencies, Core Functions, LOE and their associated goals and objectives. These form the overarching construct at the strategic level that allows AMC to achieve unity of effort in sustaining the strength of our Nation. The Lines of Effort move us along a path toward our vision with clearly defined goals and objectives in the near-term (2014-2015) while including our strategic goals for the mid-term (2015-2021) and long-term (2021 and beyond) to keep our focus and momentum into the future.

R. Odierno, "The Force of Tomorrow," *Foreign Policy* (February 2013), 1, [accessed 5 February 2013, <http://www.foreignpolicy.com>].

S. Carberry, "U.S., Afghanistan At Odds Over Weapons Wish List," *NPR* (6 February 2013), [accessed 6 February 2013, <http://www.npr.org>].

Odierno, "The Force of Tomorrow," 5; Hq., Dept. of the Army, *Army Strategic Planning Guidance* (Washington, D.C.: HQDA, 2013), 5-7, 14-16, [hereafter ASPG].

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Definitions/Acronyms

- **Action Plan:** A formal assignment of roles, responsibilities, and resources for the accomplishment of tasks designed to provide a necessary contribution to the mid-term end state – Action Plans can, therefore, only be drafted for one fiscal year at a time.
- **Army Campaign Plan (ACP):** Guides the planning, preparation, and execution of Army operations (Memorandum).
- **Army Capstone Concept:** Provides a framework to help Army leaders think about future war, guide Army modernization and describe what the Army must do as part of the Joint Force to achieve the nation's strategic objectives (Stand To).
- **Army Materiel Command (AMC):** The principal logistics command for the Army, providing materiel sustainment, research and development, contracting services, munitions lifecycle processes, and critical logistics enablers.
- **Army Service Component Command (ASCC):** A command responsible for recommendations to the Joint Force commander on the allocation and employment of Army forces within a combatant command's area of responsibility (FM 3-93, The Army in Theater Operations).
- **Army Strategic Planning Guidance (ASPG):** The ASPG nests Army strategy within national and DOD directives.
- **Capability:** The ability of an organization to create value for its partners, stakeholders, or customers through products or services.
- **Combatant Command:**
- **Functional Combatant Command (FCC):** (USSOCOM) U.S. Special Operations Command, & (USSTRATCOM) U.S. Strategic Command.
- **Geographical Combatant Command (GCC):** (USAFRICOM) U.S. Africa Command, (USCENTCOM) U.S. Central Command, (USEUCOM) U.S. European Command, (USNORTHCOM) U.S. Northern Command, (USPACOM) U.S. Pacific Command, & (USSOUTHCOM) U.S. Southern Command.
- **Core Competencies:** The macro subset of capability encapsulating a fundamental knowledge, ability or expertise in a subject area or skill set.
- **Core Functions:** The meso- or micro-subset of capability that captures operational activities or processes above the team or artisan level, encapsulating unique business roles.
- **Department of Defense (DoD):** The federal department responsible for safeguarding national security of the United States (National Security Act of 1947).
- **End State:** Set of required conditions that define success at the end of each planning horizon (i.e., near-, mid-, and long-term) which are created through the achievement of goals & objectives.
- **Foreign Military Sales (FMS):** The government-to-government method for selling U.S. defense equipment, services, and training.
- **Goal:** Intent-oriented planning target to focus effort on achieving mid- and long-term end states.
- **Initiatives:** A program organized around a commander's priority designed to significantly contribute in the near- to mid-term towards the achievement of long-term goals.
- **Joint Force:** A general term applied to a force composed of significant elements, assigned or attached, of two or more Military Departments operating under a single Joint Force commander. (US Defense Department Military Dictionary).
- **Joint, Interagency, Intergovernmental, and Multinational (JIIM):** Joint connotes activities, operations, organizations, etc., in which elements of two or more Military Departments participate; Interagency: United States Government agencies and departments, including the Department of Defense;

Intergovernmental: An organization created by a formal agreement (e.g., a treaty) between two or more governments; Multinational: Between two or more forces or agencies of two or more nations or coalition partners.

- **Land Dominance:** Key tenet of ADP 3.0, Unified Land Operations, and supports the Army's mission statement.
- **Life Cycle Management Command (LCMC):** A command charged with the integration of significant elements of acquisition and logistical responsibilities and authority between the AMC and the Army's Program Executive Offices (PEOs).
- **Logistics Information Warehouse (LIW):** The Army's single authoritative source for logistics information.
- **Lead Materiel Integrator (LMI):** AMC's titled role as the single manager for operating the Army's materiel distribution and redistribution processes.
- **Line of Effort (LOE):** A line that links multiple tasks to focus efforts toward establishing operational and strategic conditions.
- **Line(s) of Operation (LOO):** A series of actions, usually terrain-oriented, executed according to a well-defined operational sequence.
- **Major Subordinate Command (MSC):** A responsible operational commands - HQAMC has 10 MSCs.
- **Metrics:** Measures of quantitative or qualitative assessment used for evaluating and tracking task performance or created value.
- **Mission:** A description of what an organization seeks to accomplish in the near- to mid-term with an emphasis on immediate and enduring imperatives (see vision).
- **Objective:** Clearly defined, attainable planning target with measurable outcomes. Objectives are used to implement and evaluate progress toward near-term end states.
- **Organic Industrial Base (OIB):** The government-owned depots and manufacturing arsenals that provide the Army with ready industrial capacity for maintenance and manufacture of materiel.
- **Readiness:** Preparing and sustaining the land force's ability to fight.
- **Requirement:** An established need justifying the timely allocation of resources to achieve a capability to accomplish approved military objectives, missions, or tasks. Also called operational requirement.
- **Research and Development (R&D):** Systematic activity combining both basic and applied research, and aimed at discovering solutions to problems (Businessdictionary.com).
- **Science & Technology (S&T):** Use of scientific knowledge to solve practical problems.
- **Science, Technology, Engineering and Mathematics (STEM):** Critical skill set areas or competencies for materiel development and sustainment for the Army.
- **Strategy:** A concept for applying resources towards the realization of an organization's vision – A strategic plan moves the strategy by linking the concept to an operational framework which enables deliberate action.
- **Strategic Management System (SMS):** An enterprise performance-management framework with a supporting web-based system.
- **Theater Security Cooperation (TSC):** Those activities conducted with allies and other foreign partners in accordance with DOD guidance.
- **Vision:** An articulation of what an organization would like to accomplish in the mid- to long-term with an emphasis on what that organization wants to be and sees as its enduring purpose.



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