



# U.S. Army Sustainment Command

## Directorate of Materiel (DOM)

### Update to MICC Industry Council

Roger A. Brown  
ASC DOM Management Team  
[roger.a.brown1@us.army.mil](mailto:roger.a.brown1@us.army.mil)  
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# Army Campaign Plan Development of the Materiel Enterprise

**Realigning for  
Victory through  
the 21<sup>st</sup> Century**

## Where Are We Headed?

### Increase Capability for a Wide Range of Missions

#### Relieve the Stress

- Reduce PCS moves
- Increase tour length
- Stabilize Soldiers and families
- Increase number of units
- Predictable deployments

#### Optimize the Capabilities

- Increase high demand units
- Reduce heavy forces
- Increase infantry, MP, Civil Affairs units
- Convert military to civilian positions
- Faster deployments
- Interchangeable units

#### Redesign the Organization

- Smaller units (brigade-based)
- Tailorable units
- Increase manning levels
- Standardized unit designs

#### Redefine the Culture

- Wartime decision making
- Warrior Ethos
- Revise European/Pacific basing
- Integrate with Joint F & other nations

#### Stabilize

#### Rebalance

#### Modular

#### Warrior

### Joint & Expeditionary Army with Campaign Capabilities

## Army Enterprises

### ARFORGEN

Personnel (TRADOC)

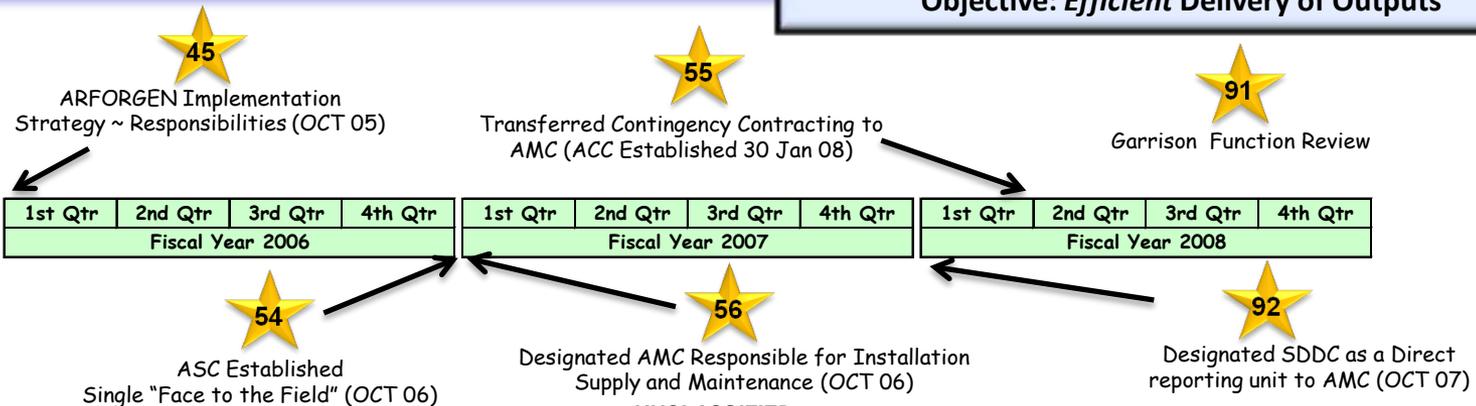
Materiel (AMC)

Readiness (FORSCOM)

Services & Infrastructure (IMCOM)

### Army Campaign Plan

Objective: *Efficient Delivery of Outputs*





# Realigning Enterprise Core Capabilities

## The US Army Materiel Command (AMC)



### End State (FY10-12):

Providing superior technology, acquisition support and logistics to ensure dominant land force capability for Soldiers, the United States and our allies.

(Realigns Directorate of Materiel (DOM) from IMCOM into the Materiel Enterprise)

## Magnitude of Effort

- 77 Installations (CONUS & O'CONUS)
- 53 Maintenance Operations
- 184 Supply Activities

### Resources:

- \$1 Billion
- 2,200 People
- 13,000 Contractors
- 27 Million Sq Ft Facilities
- \$350M in Equipment

MOU Realign Selected Installational Functions AMC and IMCOM Commanders

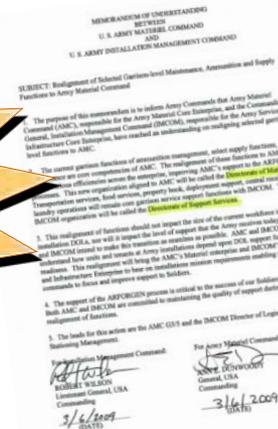
## The US Army Installation Management Command (IMCOM)



### End State (FY10-12):

Providing the Army the installation capabilities and services to support expeditionary operations in a time of persistent conflict, and providing a quality of life for Soldiers and Families commensurate with their service.

(Retains Directorate of Support Services (DOSS); focusing on Core Enterprise Capabilities)



Jan 09 SEC Army Memo Established Core Enterprises March 09 MOU Aligned Functions as directed.



# Realigning Missions

Before Realignment  
Directorate of Logistics (DOL)

## AMC's Directorate of Materiel (DOM)

After Realignment  
IMCOM's Directorate of  
Support Services (DOSS)

After Realignment  
AMC's Directorate of  
Materiel (DOM)

- 1.) Formed from the current DOLs
- 2.) Mission Execution Assigned to the Army Sustainment Command
- 3.) Supported by the Materiel Enterprise

## End State of the DOM ... One Source of *Repair* and Materiel Support

### Maintenance

- MAINTENANCE OF BASE OPS EQMT
- TACTICAL MAINTENANCE (AVN, MISSILE, GND, COMMEL)
- INSTALLATION MATERIEL MAINTENANCE ACTIVITY OPS
- CARC/CORROSION PROTECTION PROGRAMS
- CONDITION CLASSIFICATION OF MATERIEL
- INSTALLATION MWO & WARRANTY PROGRAMS
- TMDE SUPPORT
- NATIONAL MAINTENANCE PROGRAM

### Supply

- TECHNICAL SPT TO STAMIS
- SUPPLY MANAGEMENT REVIEWS
- RECEIVING POINT
- PACKING & CRATING
- SSA MANAGEMENT (CL II, IIIP, IV, VII, AND IX)
- CENTRAL ISSUE FACILITY (CIF & CIIP)
- INDIVIDUAL CHEMICAL EQMT MGMT PROGRAM (ICEMP)
- WAREHOUSE OPERATIONS

### Supply (Ammo)

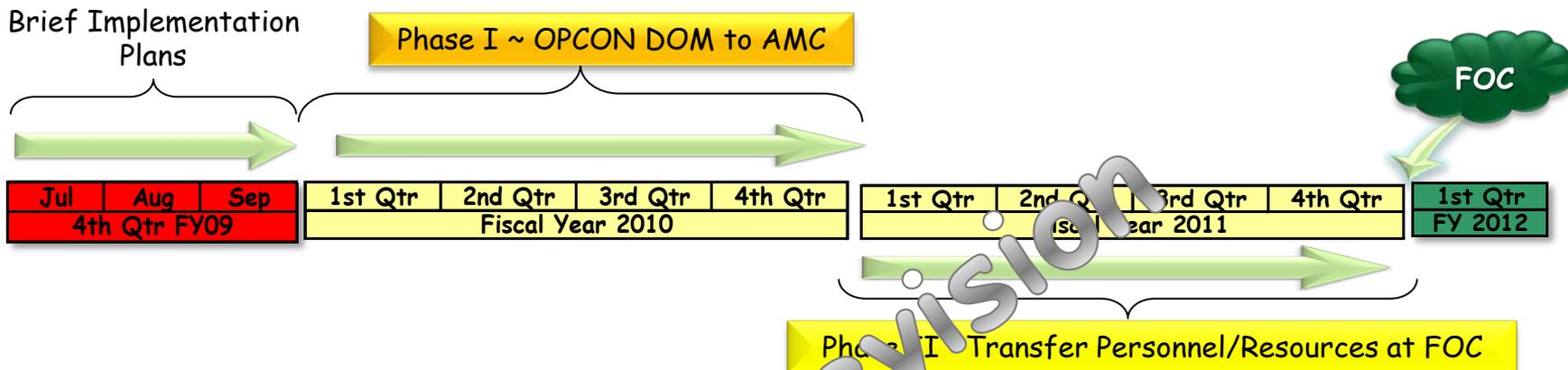
- AMMUNITION SUPPLY
- ASP MANAGEMENT
- QUALITY ASSURANCE SPECIALIST (AMMUNITION SURVEILLANCE) PROGRAM

Effective &  
Efficient Enterprise  
Support to  
Soldiers

"DOMs are *assigned* to the ASC in direct support to the AFSB / LSE / AFSBn commander and the Installation/Area."



# Implementation Timeline



End State Phase I (IOC) - a garrison attains IOC when it has tasked organized into DOM and DOSS organization by an approved implementation plan, realigned responsibilities for contracts, and the DOM OPCON to AMC.

End State Phase II (FOC) - a garrison attains FOC when the DOM personnel and resources have transferred to AMC.

## Key Tasks include:

- Each garrison develops a realignment implementation plan.
- Implementation plans reviewed jointly; ASC representatives and Garrison / IMCOM Regional reps.
- Each garrison task organizes its DOL into a DOSS and DOM with DOM OPCON to AMC.
- Each garrison transfers control of its realigning contracts to AMC.
- HQ IMCOM realigns resources in FY12-17 POM.

## DOM transition:

Event driven, centrally-managed and decentrally-executed at the garrison level.



# Realigning Installations

## CONUS, AK, & HI

### IMCOM-Northeast

USAG Ft. McCoy (OMAR Funded)  
USAG Ft. Dix (OMAR & Joint -AF Lead)  
USAG Ft. Lee  
USAG Ft. Leonard Wood  
USAG Ft. Drum  
USAG Ft. Eustis/Story (Joint-AF Lead)  
USAG Aberdeen Proving Ground  
USAG Carlisle Barracks  
USAG Ft. AP Hill  
USAG Detroit Arsenal  
USAG Picatinny Arsenal  
USAG Rock Island Arsenal  
USAG Soldiers System Center/Natick  
USAG USA Research Lab Adelphi  
USAG West Point

### IMCOM-Southeast

USAG Ft. Benning  
USAG Ft. Bragg/Pope  
USAG Ft. Jackson  
USAG Ft. Campbell  
USAG Ft. Gordon  
USAG Ft. Polk  
USAG Ft. Rucker  
USAG Ft. Knox  
USAG Ft. Stewart  
USAG Redstone Arsenal  
USAG Miami  
USAG Ft. Buchanan (OMAR Funded)

### IMCOM-West

USAG Ft. Bliss  
USAG Ft. Sill  
USAG Ft. Carson  
USAG Ft. Huachuca  
USAG Ft. Hood  
USAG Ft. Lewis/Yakima (Joint-Army Lead)  
USAG Ft. Irwin (FORSCOM Log Opns)  
USAG Ft. Riley  
USAG Dugway Proving Ground  
USAG Ft. Sam Houston (Joint AF Lead)  
USAG Ft. Leavenworth  
USAG Presidio of Monterey  
USAG White Sands Missile Range  
USAG Yuma Proving Ground  
USAG CSTC & Cp Parks (OMAR)

### IMCOM-Pacific

USAG Hawaii  
USAG Ft. Richardson (Joint-AF Lead)  
USAG Ft. Wainwright  
SMDC Greely

### NCR-District

USAG Ft. Belvoir  
USAG Ft. George G. Meade  
USAG Ft. Myer (Joint-Army Lead)

## OCONUS

IMCOM-Europe All Garrisons  
IMCOM-Pacific All Japan Garrisons  
IMCOM-Korea All Garrisons

## BRAC Closures

USAG Ft. Monmouth  
USAG Ft. Monroe  
USAG Ft. McPherson/Gillem

## Color Legend:

Purple - BRAC Closure Posts  
Lt. Blue - Minimal Logistics footprint  
Red - Joint Base  
Green - FORSCOM Logistics Opns  
Dk. Blue - USAR / OMAR funded  
Black - OMA funded



# OCONUS Realigning Installations

IMCOM-Europe  
USAG Ansbach  
USAG Bamberg  
USAG Baumholder  
USAG Benelux  
USAG Darmstadt  
USAG Giessen  
USAG Grafenwoehr  
USAG Heidelberg  
USAG Hessen  
USAG Hohenfels  
USAG Kaiserslautern  
USAG Livorno  
USAG Mannheim  
USAG Schinnen  
USAG Schweinfurt  
USAG Stuttgart  
USAG Vicenza

IMCOM-Pacific  
USAG Camp Zama

IMCOM-Korea  
Camp Casey  
Camp Henry  
Camp Humphreys  
Camp Red Cloud  
Youngsan Garrison

IMCOM-SE  
Soto Cano AFB



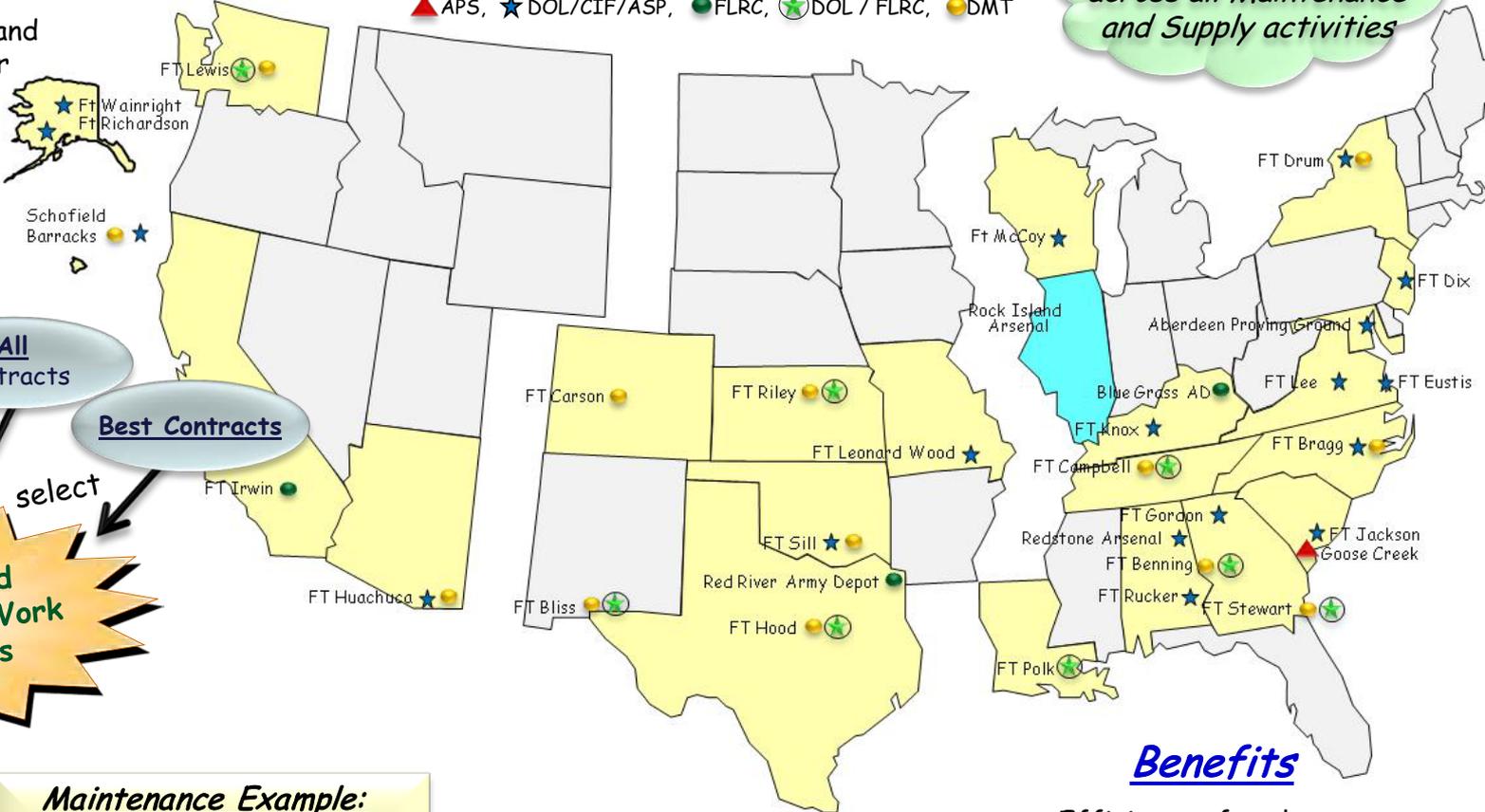
# Potential Efficiencies

## Concept

One Source of Repair and Materiel Support per installation

*Ability to workload across all Maintenance and Supply activities*

▲ APS, ★ DOL/CIF/ASP, ● FLRC, ⊕ DOL / FLRC, ● DMT



**Maintenance Example:**

*Multiple Sources of Repair at an installation*

*Five maintenance contracts with different standards*

**End State:**

**1 Maintenance Provider**

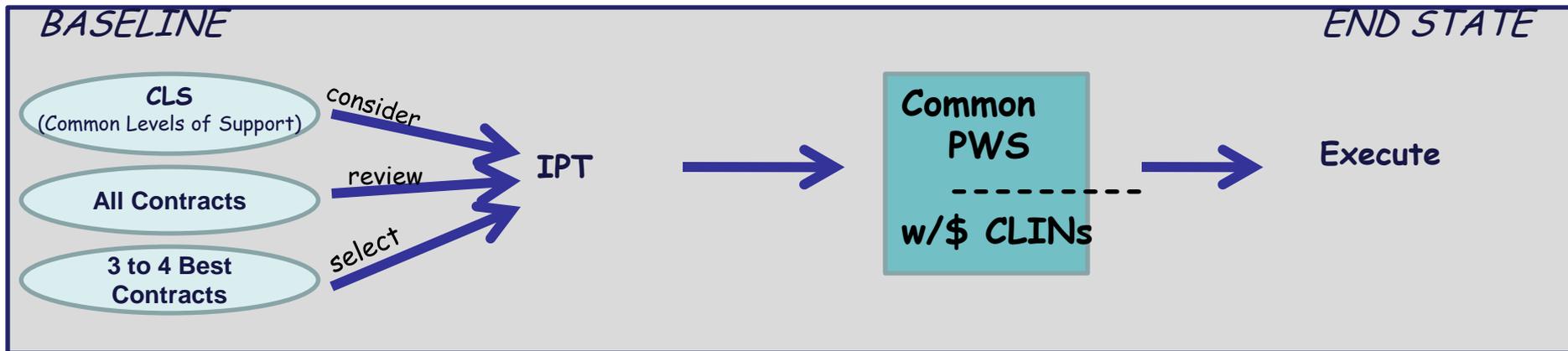
**Standard high quality output**

## Benefits

- Efficiency of scale
- Eliminate redundancy
- Improved government oversight
- Improved contract management
- Standard processes/metrics
- Standard high quality
- Improved visibility



# Path to Long-Term Acquisition Strategy



Now →

28 Feb 2010 →

o/a 1 Jun 2011

**Phase I**

**Phase II**

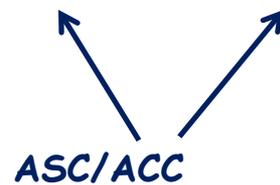
**Phase III**



Breed



Maint Contracting	FLRC (OCAT)	CL V
CACIO	IMCOM	CIF
Supply	Legal	TACOM
	Supply	AMCOM





# CONUS Site DOM / DOSS Implementation Plan

## Facilities/Resources

**DOM**

- Maintenance Div
- Supply Div
- Mission Mgt Div

**DOSS**

- Plans & OPS Div
- Services and Assets Div
- Transportation Div

## DOM / DOSS

DOL Airfield Hangar (Avn Maint)

CIIP

DOL, P&O, Trans, LOC, FS, PP&C, Commo

East Side DFACs

UMO and Rail

Maint Shops  
Paint Shop

New CIIP- under renovation

SSA Warehouse, Maint, S&S, CPBO, Freight, CDE

DOL Passenger and PP

TMP Area

(OCO Maint)

CIIP Warehouse

Bulk Fuel

West Side DFACs

ASP Area (QASAS)

CIF

## Personnel

**Representative Draft Implementation Plan**

Manpower:	Rqd/Auth	Appr	O/H	Vac
GAP	4/0			
Perm (IMCOM TDA):	14/14	1	17	1
Perm Overhires (BRAC):		7	0	7
Term/Temp:		13	6	4
Perm (TRADOC TDA):	5/5	0	5	0
CME:	Procurement Sensitive			
TOTAL Civilians:	23/19	21	28	12

Manpower:	Rqd/Auth	Appr	O/H	Vac
GAP	2/0			
Perm:	59/59	1 (r)	58	2
Term/Temp:		18	11	7
BMM:				6
BRAC Perm Overhires:		9	1	8
CME:	127 and 538 (other contracts)			
TOTAL Civilians:	61/ 59	28	70	17

**Bottom Line :**

- Every Installation has Unique Requirements
- Separating Shared Functions
- Balancing Staffing Splits
- Day-to-Day Support Operations Continue



# Way Ahead

Effectively Leverage Army Enterprise Core Competencies to improve ARFORGEN Readiness

- Right-Sized Capabilities
- Better Utilization
- Improved Quality
- Optimizes Resources to Meet the Mission



Transition Invisible to the Senior Commander



# Key POCs ~ AMC/ASC

## AMC POCs:

Shane Hensley, [michael.s.hensley@us.army.mil](mailto:michael.s.hensley@us.army.mil), DSN (656), Comm (703)806-8911

Don Hartzel, [don.hartzell@us.army.mil](mailto:don.hartzell@us.army.mil), DSN (656), Comm (703) 806-8918

John J. Kelly, [john.kelly5@us.army.mil](mailto:john.kelly5@us.army.mil), AMC FWD, DSN (320),  
Comm (256) 450-9362

## ASC POCs:

Kathy Acree, [kathy.acree@us.army.mil](mailto:kathy.acree@us.army.mil), DSN (793), Comm (309) 782-4253

COL Rich Burns, [richard.burns@us.army.mil](mailto:richard.burns@us.army.mil), DSN (793), Comm (309)782-5070

Roger Brown, [roger.a.brown1@us.army.mil](mailto:roger.a.brown1@us.army.mil), DSN (793), Comm (309) 782-8633



# ***AKO Knowledge Centers & Web Sites***

## **Command Websites**

- US Army Materiel Command website:  
<http://www.army.mil/info/organization/unitsandcommands/commandstructure/amc/>
- US Army Installation Management Command website:  
<http://www.imcom.army.mil/hq/>

## **DOM/DOSS Websites**

- DOL Realignment - AMC website:  
<https://www.us.army.mil/suite/kc/18018295>
- DOL Realignment - IMCOM website:  
<https://www.us.army.mil/suite/kc/16135935>
- DOM Realignment - ASC website:  
<https://www.us.army.mil/suite/kc/16150824>