



Army Materiel Command Brief to the National Commission on the Future of the Army

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US Army Lead Material Integrator

- In 2012, the Army implemented a new 21st century methodology for managing 15M property book items:
 - **The Lead Material Integrator Approach**
- Centralized planning; decentralized execution
- Captures all AC & RC demands (MTOEs/TDAs) and equipment-on-hand (EOH) in one system.
- Treats AC & RC same, except for prioritization (DARPL)
- Helps the Army manage HUGE force structure changes
 - FA-50 Force Management Officers trained specifically to help the Army execute the **Materiel** aspect of DOTML-PF.
- Transparent
- Collaborative
- Efficient
- Effective



LMI Mission: synchronize the distribution and redistribution of materiel in accordance with DoD and Army Directives and Priorities



History – How We Got Here

2001-2010 HQDA-led process



- Army AC end-strength at 565K/42 BCTs
- Centralized Management
- Centralized Decision-making
- Budget not a major constraint on equipping
- Acquisition process in overdrive (C-IED kits, trucks, MRAPs)
- Equipping deploying units
- Speed of equipping deploying units single most important factor
- Large Army Staff

2011



- Budget becomes a major factor
- HQ Reductions – Army Staff manpower decrease
- No single source for authoritative materiel management
- Army equipment significantly dispersed
- Retrograde of TPE (AMC-led)
- RESET (AMC-led)
- **CSA**: Transfer responsibility for materiel management from ARSTAF to AMC

2012



- SEC ARMY
 - Established AMC as Army's Lead Materiel Integrator
 - Established Logistics Information Warehouse as single, authoritative materiel data repository
 - Directed AMC to develop a tool to manage materiel: LMI Decision Support Tool (DST)
- Army end-strength reductions
- Preparing for major force structure changes



LMI DST

Strategic Level Transactions / Management

- Priorities
- Policy
- Resources
- Programs
- Strategy



Complete Army Asset Posture/Visibility

DEMANDS

MTOE, TDA,
AugTDA, ETDA

Army Units
AMC APS
TSS Cap Sets PDTE

ASSETS

TPE SARSS LBE
Depot Prod. New Prod. Unit

Logistics
Information
Warehouse (LIW)



DST
DECISION SUPPORT TOOL

Informed Decisions/ Demand Fulfillment Solutions

- BCT ReOrg
- Redistributions / Lateral Transfers



- Excess Management / Turn-Ins

Tactical Level Transactions / Management

- Execution Tracking
- Readiness

DST Capabilities

- Consolidates authorizations, supply pools, priorities, and decisions in one single tool.
 - Used AC and RC alike.
 - Recommends transfer of excess equipment to units with shortages.
 - Provides recommendations for new equipment fielding plans ICW ASA(ALT) PMs.
 - Makes distributions down to "unit" level.
 - Takes into account ALL available authorization documents (MTOE/TDA)- current and future.
 - Enables the unit to work "now" supply actions to maximize USR, and allows LMI to work the "next" MTOE.
 - Enables "what if" drills/analysis.
 - 100% transparent, collaborative.
 - Captures all data and decisions in one tool; resources earmarked for movement are "locked".
 - Enables the ability to see and account for all due-ins and due-outs.
 - Provides Predictive Readiness, over time.
 - Provides Automated excess disposition instructions.
- DST is a game changer, can do in hours what took months, and does it more completely against current and future authorizations.



The LMI Approach

- Empowers senior mission commanders of installations to maximize readiness across all units on the installation
- Equips units for full spectrum operations or special missions
- Determines most effective distribution of:
 - New equipment
 - Re-capitalized equipment (new capability)
 - RESET equipment
- Allows visibility of predictive readiness over time (2 years out)
- BCT Reorganization (>1M pieces of equipment to be moved; almost half of active Army units affected)
 - Most significant change in Army Force Structure in decades
 - AC complete in only two years (2014-2015)
 - ARNG to undergo Force 2020 changes 2015 – 2019
- Aviation Restructure Initiative (ARI)
 - Standardize Combat Aviation Brigades – same equipment mix
 - Transfer equipment between ARNG and Active units
- Division and Corps Artillery added back to the force structure
- Align Sustainment Brigades with Divisions
- “What if” drills / risk assessment / predictive analysis





Other Equipping Actions

- Besides MTOEs/TDAs, other requirements include:
 - Operational Needs Statements (ONS)
 - G-3/5/7 approves; LMI sources
 - Army Prepositioned Stocks (APS)
 - G-3/5/7 sets policy; LMI sources
 - Foreign Military Sales (FMS)
 - G-3/5/7 approves; LMI offers sourcing options
- Processing Excess equipment in units
 - Unit identifies excess, LMI provides disposition instructions in DST





Challenges

- Culture
 - Many of today's leaders were brought up in an Army where property accountability was not the focus
 - Many have never participated in a Division Materiel Management Review (MMR) led by the DCG (ADC-S)
 - Must re-educate the force on the importance of property accountability
- High OPTEMPO in units
 - Commanders must prioritize property accountability and the accuracy of property accountability systems
- High volume of equipment turmoil in a very short time
- Some excess equipment in units is not documented (unknown quantity)
- Institutional change is hard
 - Still implementing the LMI approach with some
 - LMI is a journey





Way Ahead

- The LMI approach is a proven concept that works under any force structure in any environment, but DOTML-PF incorporation still on-going
- Incorporate LMI into Army Policy
 - AR 700-142; proponent – ASA (ALT) (changes underway)
 - AR 710-2; proponent – HQDA G-4
- Working with TRADOC to take ownership of teaching DST
- FA-50s (Force Management)
- Re-look grade plate changes for supply MOS's in units
- Re-look concept of stock-funded items



LMI: Materiel Management for the 21st Century and Beyond