

AMC's Fleet Management Initiative (FMI)

SFC Michael Holcomb

In February 2002, the FMI began as a pilot program between the U.S. Army Training and Doctrine Command (TRADOC) and the U.S. Army Materiel Command (AMC) to realign the training equipment maintenance mission from TRADOC to AMC. The goal of the FMI effort was twofold:

- It was primarily intended to shift the maintenance function to AMC, the Army's recognized expert for performing maintenance, thereby enabling TRADOC to refocus its efforts on its core competency and expertise of training Soldiers.
- Shifting the maintenance function to maintenance experts would result in overall improved readiness of the training base fleet.

Initially, AMC conducted its FMI pilot at the U.S. Army Armor School at Fort Knox, and the U.S. Army Aviation School at Fort Rucker. Here, a cockpit of the UH-60M Black Hawk is an all digital avionics suite that allows pilots to perform safer and more efficiently on-the-fly. The FMI conducted at the Aviation School improves integration and coordination of aviation maintenance functions. (U.S. Army photo.)



Testing the Pilot Program at TRADOC Training Schools

As a proof of principle, the FMI pilot testing was limited to two TRADOC training schools: the U.S. Army Armor School, at Fort Knox, KY, and the U.S. Army Aviation School, at Fort Rucker, AL. The pilot program testing enabled AMC to improve integration and coordination of maintenance functions across the installations where the schools were located, further expanding the expertise applied to the function.

AMC eagerly approached this pilot program testing by task-organizing the most efficient and effective method to

deliver the right support at the right time while also fully leveraging all its capabilities. The U.S. Army Sustainment Command (ASC), a major subordinate command (MSC) of AMC, already had an established support presence at each location. Other AMC MSCs also provided crucial support at each location primarily aligned to the core function of those MSCs. The primary provider to Fort Rucker was the U.S. Army Aviation and Missile Command (AMCOM) Life Cycle Management Command (LCMC). The primary provider to the U.S. Army Armor Center and School was the TACOM LCMC. The U.S. Army

Communications-Electronics Command (CECOM) LCMC was also a vital provider to both locations.

The combination of these skills, knowledge, and abilities made determining the lead organizations a fairly uncomplicated task. AMCOM LCMC was identified as the lead for Fort Rucker and TACOM LCMC was identified as the lead for Fort Knox. The lead had to ensure that the other integral MSCs were fully integrated into the entire maintenance support processes to deliver the best solutions for the fleet customer.

Tank Commander SGT David Newland monitors his workstation in his M1A2 Abrams tank. AMC completed an FMI pilot at the U.S. Army Armor School at Fort Knox. The FMI results will help improve integration and coordination of tank maintenance functions. (U.S. Army photo by SPC John Crosby, 115th Mobile Public Affairs Detachment.)



The testing of the pilot program resulted in attaining the initiative's two primary objectives:

- Enable TRADOC to focus on training Soldiers while leveraging the maintenance expertise of AMC and its MSCs to improve the training fleet's readiness.
- Complete maintenance functions within projected costs and reduce negative impacts to student training that had been hampered by past nonavailability of equipment.

FMI Expansion

On the heels of these achievements, TRADOC and AMC decided to expand the original FMI to all TRADOC Centers and Schools in November 2005. This became known as the Fleet Management Expansion (FMX). The Deputy Commanding Generals (DCGs) of both TRADOC and AMC signed a Memorandum of Agreement (MOA) to document the partnership and outline a way ahead for the effort.

As the FMX was launched, AMC and TRADOC quickly realized that a crucial third partner must be added to this larger scope. Consequently, in April 2006, an MOA was signed between the original partners — TRADOC and AMC — as well as the Assistant Chief of Staff of the Army for Installation Management (ACSIM). The ACSIM is responsible for garrison maintenance on an Army installation at the Directorate of Logistics. Adding ACSIM as the third

partner fully enabled synchronization of information systems, processes, and procedures as well as enhanced prioritization of maintenance workload at each installation.

While it appears complex, the FMX is an excellent blending of efforts to improve training fleet readiness and enable each partner to focus on its core mission and improve support to the Soldier. The success of the FMI pilot program at Forts Rucker and Knox was a clear indicator that TRADOC and the Army will see significant increases in equipment readiness and availability within the resources allocated and within training constraints.

Customer Requirements

AMC further modeled the FMX task organization based on the success of the approach used with FMI and defined leads based on capability in alignment with the customer requirement.

Those AMC MSC leads and their associated customers are outlined in the diagram shown below.

FMX was soon implemented and a project schedule developed. Designated leads from AMCOM LCMC,

AMC MSC	TRADOC Schools			
AMCOM LCMC	U.S. Army Aviation Fort Rucker	Ordinance Munitions and Electronic Maintenance Redstone Arsenal, AL	Air Defense Artillery Fort Bliss, TX	U.S. Army Aviation and Logistics Fort Eustis, VA
CECOM LCMC	U.S. Army Signal Fort Gordon, GA		U.S. Army Intelligence Fort Huachuca, AZ	
TACOM LCMC	U.S. Army Ordnance Aberdeen Proving Ground, MD	U.S. Army Transportation Fort Eustis	U.S. Army Quartermaster Fort Lee, VA	U.S. Army Field Artillery Fort Sill, OK
	U.S. Army Engineer and U.S. Army Military Police Fort Leonard Wood, MO	U.S. Army Armor Fort Knox	U.S. Army Infantry Fort Benning, GA	U.S. Army Basic Combat Training Fort Jackson, SC



Armor crewmembers of Co. C, 1st Battalion, 66th Armor Regiment, 1st Brigade Combat Team (BCT), 4th Infantry Division (4ID), fire the main guns of their M1A2 Abrams Main Battle Tanks during a tank screening in Kuwait. The FMI enabled AMC to improve integration and coordination of maintenance functions and was a clear indicator of equipment readiness and availability. (U.S. Army photo by SPC David Hodge, 1st BCT, 4ID Public Affairs.)

CECOM LCMC, and TACOM LCMC joined forces with each other, as well as with their collaborators at ASC, to learn about and understand their customers' expectations and requirements, which is always one of the first priorities in any successful partnership.

Meetings with each school enabled an understanding of the effort's scope and also served to forge important relationships for a successful future. Additionally, work began to document all the equipment and resources that will ultimately transfer from TRADOC to AMC.

MOAs With TRADOC Schools

One lesson learned from FMI was the importance of developing a tailored MOA for each school and associated supporting AMC MSC. This established a clear understanding of expectations for

The FMX is an excellent blending of efforts to improve training fleet readiness and enable each partner to focus on its core mission and improve support to the Soldier.

all parties. By early spring 2007, the FMX implementation reached such a level of maturity that both TRADOC and AMC thought it was the right time to implement the next step.

On April 20, 2007, the AMC and TRADOC DCGs signed a Memorandum of Record transferring operational control of all TRADOC fleet maintenance functions to AMC, effective May 1, 2007.

To date, MOAs between schools and AMC MSCs are still being finalized at some locations, while others are fully completed and signed. A Concept Plan, which is the title of the document that serves as the basis for the transfer of all resources (people/equipment/funding) from TRADOC to AMC, has been compiled and submitted to HQDA for approval. Upon approval, the resources outlined in the

Concept Plan will be transferred and managed accordingly.

All parties involved are committed to making the transition an enduring success, which will allow TRADOC to focus on training Soldiers while leveraging AMC's expertise. Undertaking efforts such as these, particularly in a resource-constrained environment, makes great fiscal sense and is a practical approach to leveraging capabilities and expertise in an efficient, effective manner.

While the outcome of this successful initiative and partnership demonstrates the rewards that exploiting expertise causes, it is the value to the taxpayer that resonates. Ultimately, FMX will benefit the most important customer of all — the U.S. Army Soldier.

SFC MICHAEL HOLCOMB works at HQ AMC in the G-3/5 Strategy and Concepts Division. He has a B.S. in logistics management from Rockville University and has served 19 years in the Army. Holcomb is currently working on his life-cycle logistics certification.