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.)
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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.
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 — 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,

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

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.

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