



**U.S. ARMY**

**U.S. ARMY  
AVIATION  
AND  
MISSILE  
COMMAND  
CAMPAIGN  
PLAN**

**FY23**



# Letter from MG O'Connor to the AMCOM Workforce



AMCOM's success at delivering world-wide support to our aviation and missile enterprise is directly tied to our world-class workforce. This campaign plan is our vision to ensure that AMCOM remains relevant and capable to support the aviator in the cockpit and the Soldier on the ground anywhere in the world.

The world is changing rapidly and AMCOM stands ready to adapt with the extremely complex challenges with the supply chain. In the last two years a global pandemic and unforecasted global market changes greatly affected the aviation industry at large and created a strain on logistics. These events demonstrated the fragility of our worldwide supply chain. AMCOM must mitigate the effects of the world-wide supply chain issues on our force so that Soldiers can focus on training, fighting, and winning our nation's wars.

Recent worldwide conflicts demonstrate the demand for our highly effective air defense, aviation, and artillery systems. Our work with these highly lethal systems is directly impacting a complex and decisive battlefield. As we work to modernize these systems, we also work to maintain interoperability, so our allies have highly maintained and lethal equipment to serve alongside our military.

Our AMCOM team's success at building strategic depth enables us to further strengthen supply chain resiliency. We will build this resiliency through multiple efforts such as; advanced manufacturing techniques to quickly manufacture parts at the point of need, utilizing the digital twin efforts in conjunction with our industry and academic partners, and using data to anticipate the problems before they happen. We continue to work with the OEMs to reduce quality escapes that costs millions of dollars and affect readiness. We must be stewards of our limited resources and hold accountable those who can't meet specifications. The safety and the trust in these parts are paramount for our Soldiers to give them confidence in doing their mission.

Our strategic assets of Letterkenny Depot and Corpus Christi Depot continue to be the leaders of the Army modernization efforts. Cutting edge high velocity training and new emerging technologies are constantly being introduced into our depots. They continue to modernize to ensure we support the future fleet and the enduring fleet. The UH-60V program is just one example of success in using our OIB to support the warfighter by providing a cost effective and upgraded platform. This aircraft is designed and built using our depot workforce provides a new capability. This ingenuity will keep our current platforms modernized as we field future platforms.

## **U.S. Army Aviation and Missile Command Campaign Plan**

Our people remain the foundation of all these efforts and the most critical part of this plan. Although technology is critical in our path forward, we can't accomplish our vision without a well trained and highly motivated work force. Our employees are the enablers that help us win. We start by bringing in highly talented employees and then focus on the training and initiatives to keep that talent and build our future senior leaders. All members of our team, whether military, civilian, or contract need the means to better themselves which, in turn, betters our organization. We support a diverse customer base and our workforce is a reflection of those we support. We continue initiatives such as the diversity board to ensure we are meeting the needs of the entire workforce and ensure that every member has the same opportunity to succeed.

This strategic plan will only work with the support and input of our workforce. Every position in AMCOM ultimately supports those Soldiers who are fighting and training to protect our country. Every time an aviation or missile system is operated, AMCOM can take pride in a job well done. We are always ready to take on the next challenge. Thank you for what you do and thanks for the tremendous support and pride you demonstrate every day.

## **TABLE OF CONTENTS**

Vision & Mission.....	3
Campaign Plan (CAMPLAN) Overview.....	4
Line of Effort 1.....	6
Line of Effort 2.....	11
Line of Effort 3.....	18
CAMPLAN Graphic Visualization.....	Annex

---

---

*“We have to not only be able to sustain ourselves during the fight, but we’ve got to be able to get to the fight and that’s going to be much harder in a more contested environment. [The ability of the Army to sustain the fight of 2030] is an area where we have the most work yet to do, as a Service.”*

*~Secretary of the Army Christine Wormuth~*

\*Source: “Wormuth: Here are the 6 areas the Army must be prepared for in 2030,” Breaking Defense, Sept. 15, Andrew Eversden



**U.S. ARMY**

# **AMCOM Vision & Mission**

## **Vision:**

**Mission First, People Always, enabling synchronized aviation, missile and calibration materiel enterprises providing unmatched capability for the Army and the Nation.**

## **Mission:**

**AMCOM delivers responsive aviation, missile and calibration materiel readiness to the US Army in order to optimize joint warfighter capabilities at the point of need.**



The U.S. Army Aviation and Missile Command (AMCOM) will be a critical enabler to the Army as it modernizes to a Multidomain Operations (MDO) capable Army of 2030. AMCOM will drive change in sustainment, while ensuring our unmatched expertise shapes the sustainment of both enduring and emerging systems. The Army's priorities are clear: People, Modernization, and Readiness, to meet the demands of a dynamic operating environment and to ensure that we can fight and win the Nation's wars by providing combatant commanders with forces ready to deter competitors, defeat adversaries, and win decisively in the land domain.

The U.S. Army Materiel Command (AMC) directs that AMCOM's role exists primarily in the Strategic Support Area (SSA); to prepare for and ultimately execute key tasks and missions in support of the Army and Joint Force.

AMC's strategic plan to sustain the Army of Today and 2030 in the SSA is directly supported through FY23 by AMCOM's three Lines of Effort (LOE) that will achieve measurable outputs and end states for the Force. AMCOM's three LOEs are People, Future Force, and Sustainable Materiel Readiness, all of which combine to deliver sustainment capability now, and into the future.

**(1) LOE 1, People.** People are AMCOM's #1 priority. Our Workforce is the foundation of all missions and capabilities we execute for the Army. LOE 1 ensures that we build, train, communicate with and recognize a multi-skilled, diverse, and effective workforce.

**(2) LOE 2, Future Force.** AMCOM must remain closely engaged in driving sustainment concepts, performance, and decisions, across both enduring and modernizing systems. We must ensure that supporting sustainment systems are effectively linked to modernization capabilities, and we must build trained, effective Logistics Assistance capabilities that keep pace with emerging technologies and data innovations. LOE 2 ensures that we drive emerging sustainment concepts across our sustainment portfolio.

**(3) LOE 3, Sustainable Materiel Readiness.** Providing sustainment services across Aviation and Missile systems represents our core function at AMCOM. This foundational mission is AMCOM's role in the Army being ready to Fight Tonight. LOE 3 ensures that we execute sustainment performance and innovation for enduring and emerging systems.

**AMCOM's three LOEs will be assigned to Primary Staff integrators** that are identified to **lead execution of Strategic Initiatives** within the LOEs by providing oversight and integration of efforts across the staff, centers, and subordinate commands.

LOE 1 - People: Primary Staff Integrator is the AMCOM G-1.

LOE 2 - Future Force: Primary Staff Integrator is the AMCOM G-3/5.

LOE 3 - Sustainable Materiel Readiness: Primary Staff Integrator is AMCOM Logistics Center (ALC).

The Primary Staff Integrators will ensure that each initiative has an assigned Office of Primary Responsibility (OPR), and may have one or more Office(s) of Collateral Responsibility (OCR) assigned for task accomplishment. Staff Integrators and OPRs will maintain status of each assigned initiative and provide updates to the designated LOE lead and Command Group, as required.

The Strategic Initiatives within those LOEs lay out a pathway for the command to meet seven overarching goals:

- (1) Achieve a skilled, agile, and inspired workforce who execute AMCOM's missions and functions (LOE 1).
- (2) Deliver data innovation to drive readiness and operational improvements (LOE 2).
- (3) Drive sustainment concept integration to support modernization (LOE 2).
- (4) Adopt technological innovation to improve Supply Chain performance and availability (LOE 3).
- (5) Lead Organic Industrial Base (OIB) modernization to deliver cutting-edge sustainment (LOE 3).
- (6) Drive sustainment performance to deliver Force requirements (LOE 3).
- (7) Implement sustainment process innovation for enduring systems (LOE 3).

Not only do the Strategic Initiatives lay out a pathway for the command to meet its goals, **the Strategic Initiatives also have clear objectives with measurable and achievable outcomes**, outlined as follows.



**U.S. ARMY**

## **LOE 1: People**

**People are AMCOM's #1 priority. LOE 1 ensures that we build, train, communicate with, and recognize a multi-skilled, diverse, and effective workforce.**

**Overarching Goal 1:**

***Achieve a skilled, agile, and inspired workforce who execute AMCOM's missions and functions.***

**Strategic Initiative 1: Talent Management**

Objective(s): Manage talent more effectively from the time employees join the workforce by improving the onboarding process and equipping the workforce with Career Management procedures published command-wide.

Task(s):

- Develop an AMCOM onboarding process that includes organizational information, cultural training, facility access procedures, security-access procedures, ATAAPS-access procedures, and procedures to receive information technology resources.
- Present proposed onboarding process to the Chief of Staff and Staff/Directors for buy-in/concurrence.
- NLT Q2 FY23, update AMCOM's career management information and publish in a manner accessible by all employees (e.g., Improved G1 SharePoint site, MS Teams Channels, etc.).
- Increase efficiency and effectiveness of all aspects of the hiring process.
- Provide the Senior Leader Pipeline (SLP) as a strategic approach to manage all premier Army talent management offerings such as Enterprise Talent Management, Senior Enterprise Talent Management, Leadership Huntsville, Army Acquisition Senior Service College, Leadership Franklin County, or any other like opportunities.

Metric(s):

- Offer at least four New Employee Orientation (NEO) events for new employees per year (quarterly if calendar permits).
- NLT Q3 FY23, publish a signed policy that standardizes onboarding process for AMCOM, with associated timelines.
- NLT Q3 FY23, provide the Commander and directors an automated SLP process to increase efficiency and effectiveness including a Commander's dashboard to track application compliance.
- Increase SLP participation by 5% annually.

OPR: G-1

OCR: All centers, staff, and subordinate activities

**Strategic Initiative 2: Train the Workforce**

Objective(s): Offer the training that the workforce needs and maximize AMCOM's training allocations across all venues. Track all AMCOM training quotas vs. utilization across all training opportunities. Develop lessons learned for application to increase employee participation in training course offerings.

Task(s):

- Provide oversight and management of any and all mandatory or mandated training from OPM, DA or AMC level.
- Provide oversight, management and tracking of Acquisition Workforce training and certification.
- Provide Supervisor Skills Development Program (SSDP) to new supervisors (within their first year of supervision), across the AMCOM enterprise. This training is mandatory for all new supervisors.
- NLT Q1 FY23, gather senior leader, previous SSDP graduate and current supervisor inputs on which trainings are needed to increase efficiency and effectiveness to SSDP (as funding permits).
- NLT Q2 FY23, gather information from subordinate commands on functional (TACITS) and local needs training needed to increase capability and implement changes to course offerings (as funding permits). This includes annual input to DA level TACITS survey and local needs training survey.
- Provide Toftoy Hall as a 1st class training facility, that is the model for Army Civilian professional training and development that provides a full range of virtual classrooms, physical classrooms, hybrid classrooms, appropriate equipment, commercial and NIPR connectivity, training and educational expertise.
- Provide AMCOM leadership with summary data monthly on the following: Civilian Education System (CES), Mandatory Training, Army Logistic University (ALU), Supervisor Training and Acquisition Certification Requirements.  
Research root cause(s) of unused quota and/or incomplete training requirements, to improve AMCOM training participation and target future course offerings.
- Provide an annual Leader Investment for Tomorrow program (LIFT) consisting of:
  - At least one Greening Course offered annually for employees new to government service to assist in acculturation and knowledge to develop passion for the Army Profession.
  - One annual UpLIFT course focused on Army Values and personal/peer leader attributes.
  - One annual iLIFT course focused on GS 11-13 team and organizational leader skills.

Metric(s):

- NLT Q3 FY23, establish easy to use SharePoint based dashboard for leaders to see status of their organizations at any time that tracks AMCOM-wide use of mandatory training, ALU, Supervisor Development Course (SDC), CES phase 2 training class quotas (quota requested, received, vs. utilization) with a goal of 85% fill for any class or course provided.
- NLT Q3 FY23, create a SharePoint based tracking tool to provide usage rates of Toftoy Hall rooms and capability. Tool will allow tracking by organization with a goal of 75% or higher annual usage rates and no training cancelled due to maintenance issues.

OPR: G-1

OCR: All centers, staff, and subordinate activities

**Strategic Initiative 3: Reduce Hiring Timelines**

Objective(s): The AMCOM Hiring Policy was signed 11 AUG 2022 and sets the benchmark for improving hiring time: achieve 20% reduction in hiring time across AMCOM and all subordinate activities. Monitor Headquarters AMCOM, centers, and all subordinate activities referral status.

Task(s):

- Establish and publish standard Hiring Packet Checklists for each hiring category.

Metric(s):

- NLT Q1 FY23, provide current benchmark (time to hire), and reduce hiring time (defined as time from completion of selection process to issuance of tentative job offer) by 20%.
- NLT Q2 FY23, identify all hiring actions in progress that jeopardize further hiring time reduction for action by Command Group.

OPR: G-1

OCR: All centers, staff, and subordinate activities

**Strategic Initiative 4: Communicate with the Workforce**

Objective(s): Inform and recognize members of the command.

Task(s):

- In conjunction with Public and Congressional Affairs (PCA), execute deliberate monthly townhalls, podcasts, and command newsletters, to recognize achievements, inform members of key highlights, and convey value of the workforce's efforts.
- Develop an award application/tracking tool to ensure that the workforce receives appropriate/awards and honors for which they are eligible, within the allotted time frame identified in the AMCOM Awards Guide.

- Establish a forum/mechanism to provide monthly award updates for AMCOM to the Command Group (Chief of Staff) for accountability of recognition programs.

Metric(s):

- NLT Q1 FY23, tracking tool delivered to AMCOM CoS.
- NLT Q1 FY23, draft and publish a signed AMCOM Awards Policy.
- 0% of AMCOM workforce departs without applicable awards and service recognition.
- 100% compliance with award time frames identified in the AMCOM Awards Guide.

OPR: G-1

OCR: PCA, all centers, staff, and subordinate activities.

**Strategic Initiative 5: Assist Recruiting**

Objective(s): AMCOM assists Army Recruiting efforts to contract new recruits.

Task(s):

- Maintain productive relationship with 2nd Recruiting Brigade.
- Develop relationships with other recruiting organizations as appropriate.
- Determine potential recruiting assistance that AMC can provide.
- Maintain USAMC-provided tracker tool/common operating picture (COP) to deliver updates and results.
- Attend AMC Battle Rhythm events/forums for Recruiting.

Metric(s):

- NLT Q1 FY23, begin tracking / determining how AMCOM assistance improves 2nd Recruiting Brigade's ability to turn recruiting leads into contracts.

OPR: G-1

OCR: PCA, Command Group, Operations Sergeant Major



**U.S. ARMY**

## **LOE 2: Future Force**

**AMCOM must remain closely engaged in driving sustainment concepts, performance, and decisions for enduring and modernizing systems. LOE 2 ensures that we drive emerging sustainment concepts across our sustainment portfolio.**



**Overarching Goal 2:**

***Deliver data innovation to drive readiness and operational improvements.***

**Strategic Initiative 6: Lead System of Systems (SoS) Line-Item Number (LIN) reporting**

Objective(s): Lead development of Headquarters, Department of the Army (HQDA) support for approved, functional, standard SoS LINs for Patriot, THAAD, Shadow and Gray Eagle, to increase readiness visibility and accurate reporting.

Task(s):

- Convert Non-Standard LIN (NSLIN) in G-Army for approved Patriot- and THAAD-related systems into Standard SoS LINs in G-Army.
- Begin effort to do the same for Shadow- and Gray Eagle-related SoS LINs.
- Provide LMP data and use SoS data to refine Routes and BOMs.

Metric(s):

- NLT Q2 FY23, ensure full HQDA engagement and support for conversion of Patriot and THAAD-related SoS NSLINs for readiness reporting.
- NLT Q3 FY23, ensure full HQDA engagement and support for conversion of Shadow- and Gray Eagle-related SoS NSLINs for readiness reporting.

OPR: Command Aviation and Missile Maintenance Officers

OCR: G-3/5 (G-33), ALC, LEAD

**Strategic Initiative 7: Transition Supply Functionality of Aircraft Notebook (ACN) to Global Combat Support System-Army (GCSS-A)**

Objective(s): Successful transition of aviation supply data from ACN to full GCSS-A functionality.

Task(s):

- Engage GCSS-A requirements stakeholders to advocate for implementation of priority system developments for aviation and missile portfolios.
- Support all GCSS-A INC-2 activities.
- Ensure an "AMTRACKS-like" safety message tracking capability is available across aviation enterprise through GCSS-Army (G-Army 2.5).

Metric(s):

- NLT Q4 FY23, support GCSS-A INC-2 full aviation enterprise deployment.

OPR: Safety

OCR: G-3/5 (G3M), G-6

**Strategic Initiative 8: Lead Digital Twin efforts for Army Aviation**

Objective(s): Develop authoritative derivative digital files of current UH-60 Digital Twin-related parts and initiate Digital Twin for AH-64.

Task(s):

- Support development and use of digitally engineered “twins” of Army Aviation platforms to improve supply availability across the Sustainment Enterprise (including Test, Measurement, and Diagnostic Equipment (TMDE)).
- Provide gap analysis and any required data to make digital twin files available and readable as the authoritative or secondary files for production.
- Verify UH-60V/L Digital Twin parts meet appropriate standards and are available for secondary source or alternate production methods.
- Resource AH-64 induction into Digital Thread ecosystem.

Metric(s):

- NLT Q4 FY23, 150 authoritative derivative readable files of UH-60 parts will be available.
- NLT Q4 FY23, begin induction of AH-64 airframe for Digital Twin.
- Quarterly, publish an updated executive summary of all AMCOM-managed digital twin technologies and Additive Manufactured parts/NIINs by platform and status (in-process candidates, approved, disqualified), with any additional information that highlights challenges and opportunities to support Supply Availability objectives.

OPR: Chief Data & Analytics Officer

OCR: G-3/5 (G3S), ALC

**Strategic Initiative 9: Data and Analytics for Army Aviation**

Objective(s): Establish data standards, processes, and training in the migration of AMCOM data sources and workbooks from the DA G8 C-probe server to the AMC Tableau Server.

Task(s):

- Lead establishment of data standards for Army Aviation.
- Lead establishment of governance for data repository.
- Determine whether more resources are needed to perform data-related efforts.
- Begin migration of standardized data to a governed repository.
- Train workforce to use the governed-data repository.

Metric(s):

- NLT Q3 FY23, establish data standards in the AMC Tableau server for Army Aviation with industry stakeholders.
- NLT Q3 FY23, begin migration of standardized data to a governed repository.
- NLT Q3 FY23, begin phased approach to create data literacy for the workforce.

OPR: Chief Data & Analytics Officer

OCR: G-3/5 (G3S), ALC, G-6

**Strategic Initiative 10: Army Aviation data in Army VANTAGE (Digital Transformation)**

Objective(s): Army VANTAGE accurately reflects Army Aviation data, supporting the Army effort to provide senior leaders with accurate, integrated data sets across aviation fleets.

Task(s):

- Facilitate Army Vantage Aviation Sprint enterprise working group to identify and document all aviation enterprise strategic and stakeholder requirements.

Metric(s):

- NLT Q2 FY23, identify all current aviation-related data sets within Vantage, identify missing aviation data sets within Vantage, determine source system, and illuminate/communicate data-quality issues.
- NLT Q3 FY23, deliver a prioritized plan to address missing data sets and data-quality issues identified in VANTAGE.
- NLT Q4 FY23, begin working with stakeholders to implement solutions to improve data reporting, data cleansing, visualization, and enhanced sustainment solutions.

OPR: G-3/5 (G-3M)

OCR: Chief Data & Analytics Officer

**Strategic Initiative 11: Transition WebDesk Logistics Assistance Representative (LAR) capabilities**

Objective(s): Successful transition of current WebDesk LAR capabilities, from the WebDesk Portfolio to either the LAR Visibility (LARVIS) or VANTAGE application.

Task(s):

- LARs must have capability to provide daily readiness reporting, incident and accident reporting, Non-Mission Capable Supply (NMCS) information, logistical data, and to pass information within the workforce.
- Identify capability gaps and work with the U.S. Army Tank-Automotive and Armament Command (TACOM) to adopt a system for AMCOM requirements.
- Implement transition by providing access and system training to AMCOM LARs to meet the following milestones: 1) 75% of available personnel trained, 2) 100% of available personnel trained.
- Continue to document and provide functional and technical requirements to the developer, allowing spiral capability development in the LARVIS or VANTAGE system.

Metric(s):

- NLT Q3 FY23, meet first LARVIS or VANTAGE transition milestone (75% of available personnel trained).
- NLT Q4 FY23, meet second LARVIS or VANTAGE transition milestone (100% of available personnel trained).

OPR: G-3/5 (G-33)

OCR: G-6

**Strategic Initiative 12: Enterprise Business System – Convergence (EBS-C)**

Objective(s): Eliminate AMCOM legacy information systems by integrating them into the Enterprise Business System - Convergence, supporting the Army effort to provide Aviation and Missile enterprise senior leaders with accurate, integrated data sets.

Task(s):

- Identify existing systems/applications that are not integrated as part of an Enterprise System of Record (SoR).
- Identify a path to integrate those systems/applications as part of the future Enterprise System-Convergence framework.
- Present any systems/applications that cannot be integrated for a decision to eliminate them if able or maintain them as an exception.

Metric(s):

- NLT Q2 FY23, identify all currently existing one-of-a-kind or legacy systems/applications that are not integrated as part of an Enterprise SoR.
- NLT Q3 FY23, design a plan/path to integrate those systems/applications as an SoR.
- NLT Q4 FY23, present systems/applications that cannot be integrated for a decision to eliminate or maintain as an exception.

OPR: G-3/5 (G-3M)

OCR: G-6, Safety, TMDE Activity, Depots, Chief Data & Analytics Officer

**Overarching Goal 3:**

*Drive sustainment concept integration to support modernization.*

**Strategic Initiative 13: Optimize Future Sustainment of Army Aviation platforms (Army Modernization)**

Objective(s): Improved Operational Availability of future Army Aviation platforms.

Task(s):

- Articulate achievable sustainment requirements and metrics with Army Futures Command (AFC) capability developers and Assistant Secretary of the Army Acquisition, Logistics and Technology (ASA(ALT)) materiel developers, captured within future capability development documents.
- Lead the Aviation Enterprise to develop accurate and timely reporting systems of sustainment/readiness data that is visible from the flightline to the enterprise level.
- Partner with the AFC Cross-Functional Teams (CFT) and U.S. Army Combat Capabilities Development Command (DEVCOM) to develop science and technology investments that drive toward reduced operations and sustainment cost of current systems, while setting the stage for Future Vertical Lift (FVL).

Metric(s):

- NLT Q4 FY23, generate achievable/accurate sustainment metrics and capture within FVL capability development documents. Ideally > 5% increase over current or >80% Operational Availability (Ao).
- NLT Q4 FY23 drive future requirements for embedded prognostic and diagnostic onboard/offboard systems that provide >90% accuracy in fault isolation.
- NLT Q4 FY23 foster programs that continue to reduce non-mission capable supply to <5% and seek out ways to reduce logistics delay time.
- NLT Q4 FY23, lead/facilitate reliability center maintenance programs that increase operational availability of current fleet by 1% per year annually, through the reduction of non-mission capable maintenance.

OPR: G-3/5 (G-3M, G-3S, G-33)

OCR: ALC, Chief Data & Analytics Officer

**Strategic Initiative 14: Implement Predictive Logistics (PL)**

Objective(s): Facilitate the Army Aviation enterprise shift to PL, in support of the Army effort to provide combatant commanders with increased rotary wing capacity due to predictable, prioritized maintenance periods across aviation fleets. AMCOM's focus area within PL is Predictive, Prognostic Maintenance (PPMx), which is a subset of PL and supports the Aviation and Missile Enterprise PL initiatives.

Task(s):

- Gain concurrence on applicable PL policies from HQDA and AMC.
- Work in conjunction with SAE International and the Aviation Enterprise on the development of a rotary wing health monitoring data standard.
- Work in conjunction with the Aviation Enterprise on standardizing edge-of-the-platform software.
- Work in conjunction with the Aviation Enterprise on getting a signed and funded unfunded requirement (UFR) for completion of the Cargo Platform Health Environment (CPHE) installs on CH-47Fs.

- Develop a Corrosion and Structures Visualization tool for enterprise and tactical use.
- Work in conjunction with the Aviation Enterprise to develop an Aircraft Health Assessment Tool (AHAT) that will be used by the Aviation Enterprise to determine levels of maintenance effort needed to keep the enduring fleet viable.

Metric(s):

- NLT Q4 FY23, clearly define what data coming off the platform is PPMx data and then establishing an industry-wide data format.
- NLT Q4 FY23, obtain senior leader decision on moving from three software suites to one.
- NLT Q4 FY23, obtain senior leader concurrence on funding remaining installs (\$42M for 35% of the fleet that is not equipped).
- NLT Q4 FY23, develop and publish on the AMCOM Corrosion portal a corrosion and structures visualization tool.
- NLT Q4 FY23, gain Aviation Enterprise and senior leader concurrence on the tool methodology and begin using the tool to make informed Aviation Enterprise-level maintenance decisions.

OPR: G-3/5 (G3M)

OCR: ALC, Chief Data & Analytics Officer

**Strategic Initiative 15: Advocate for Investment in Zero Traceability Chain Technologies**

Objective(s): Advocate for investment in new technologies, such as zero traceability chain technologies, to ensure required support capability is in place as the Army fields more advanced weapon systems fielded as part of the Army's Signature Modernization Efforts. Emerging measurement technologies are in their infancy and will require investment to mature to availability at the time of need.

Task(s):

- Develop a roadmap that priorities technologies to guide investment for modernizing metrology and calibration to support strategies for future Army weapon systems.
- Brief all Army Futures Command (AFC) Cross-functional Teams (CFTs) on the emerging intrinsic measurement technologies to evaluate potential insertion opportunities to eliminate or reduce periodic calibration requirements.

Metric(s):

- NLT Q1 FY24, ensure all AFC CFTs have been briefed on zero chain traceability technologies.
- NLT FY25, establish a Research, Development, Test, and Evaluation (RDT&E) funding line to invest in developing these emerging measurement technologies to make suitable for implementation in future Army weapon systems.

OPR: US Army TMDE Activity (USATA)

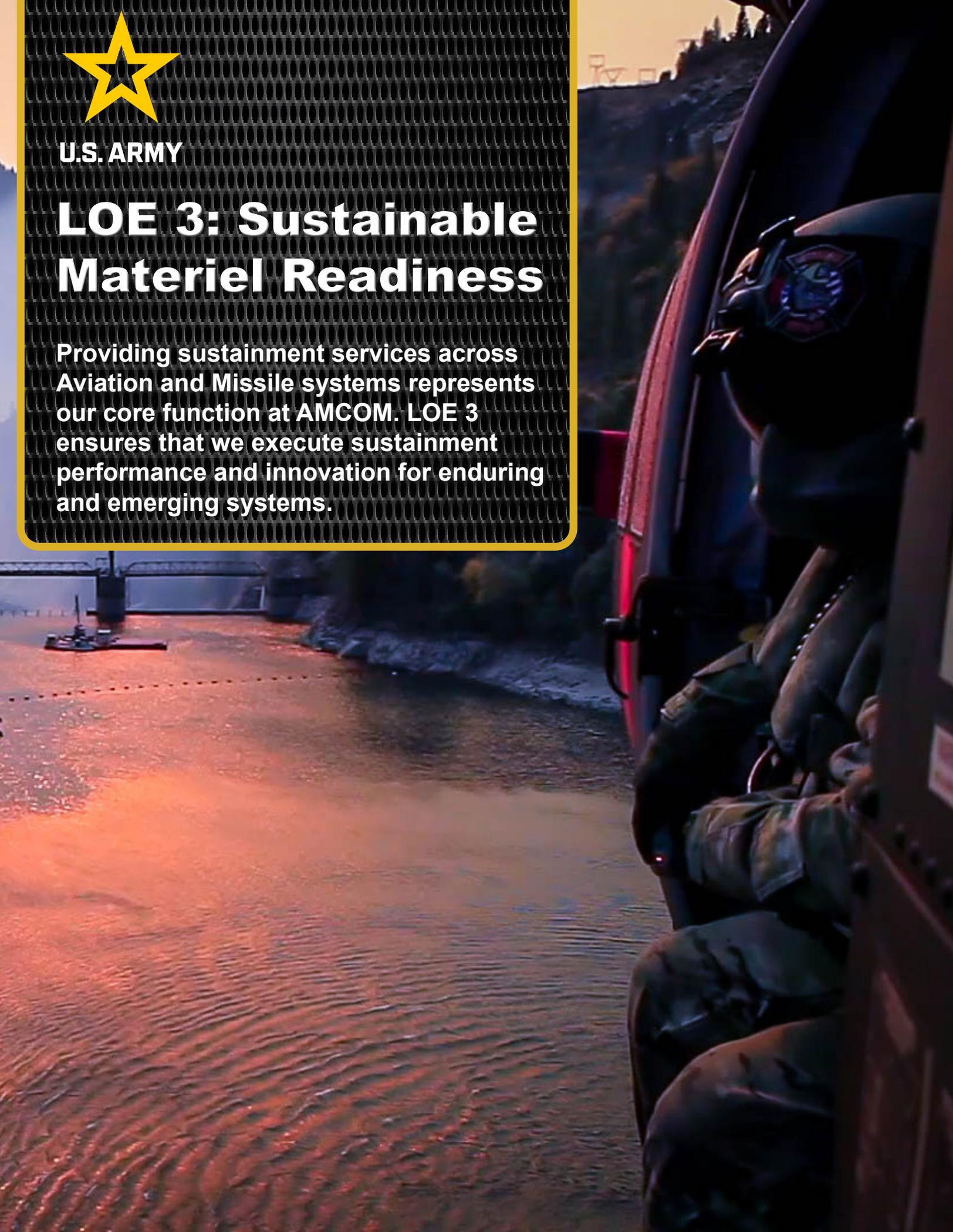
OCR: G-33, G-8



**U.S. ARMY**

## **LOE 3: Sustainable Materiel Readiness**

**Providing sustainment services across Aviation and Missile systems represents our core function at AMCOM. LOE 3 ensures that we execute sustainment performance and innovation for enduring and emerging systems.**



**Overarching Goal 4:**

***Adopt technological innovation to improve Supply Chain performance and availability.***

**Strategic Initiative 16: Optimize Supply Availability (SA) to deliver sustainment and readiness to enduring and modernizing fleets**

Objective(s): Army Aviation and Missile supply chain optimized to ensure supply availability.

Task(s):

- Establish central office/entity to provide governance and oversight of policies, processes, training, automated tools and performance improvement solutions to successfully develop and standardize provisioning efforts.
- Identify basic processes that support SA performance and the external metrics reported to AMC, and then develop the AMCOM-internal metrics and mechanisms to ensure process improvement.
- Develop tiered list of obstacles/challenges across policy, funding, systems Logistics Modernization Program (LMP), training gaps, and institutional practices.
- Conduct supply-chain risk analysis and management.
- Leverage resources to address the challenges and improve SA.

Metric(s):

- NLT Q2 FY23, achieve 100% documentation of critical processes and metrics.
- NLT Q2 FY23, present tiered list of recommended actions, with associated projected improvements to AMCOM's Commanding General, Deputy to the Commanding General.
- NLT Q3 FY23, achieve 90% Supply Availability (SA) for Aviation & Missile systems, as matched against available funding level.

OPR: ALC

OCR: G-8 (AWCF), CCAD, LEAD

**Strategic Initiative 17: Lead Army Aviation Advanced Manufacturing (AdvM) Policy updates**

Objective(s): Army Aviation AdvM policy updated to incorporate Category 2/3 parts.

Task(s):

- Update Army Aviation AdvM policy to incorporate parts marking and traceability IAW DoD and HQDA guidance.
- Lead use of AdvM capabilities to improve Army Aviation supply availability.

Metric(s):

- NLT Q1 FY23, provide recommended policy revisions to existing AMCOM advanced manufacturing policy, incorporating Category 2/3 parts.
- NLT Q3 FY23, provide vetted, revised policy to the Commanding General, AMCOM for signature.
- NLT Q3 FY23, update AMCOM CPM 070-062 based on Army/DoD policy revisions and stakeholder input with emphasis on traceability processes and procedures.
- NLT Q4 FY23, articulate improved capability to advanced manufacture parts, using current AdvM approved parts as the baseline, and supported by policy revision (e.g., new vs. old population of parts subject to AdvM consideration, new vs. old population of parts capable of AdvM, Organic Industrial Base (OIB)/field, etc.).

OPR: ALC

OCR: Chief Data & Analytics Officer, G-3/5 (G3M)

**Strategic Initiative 18: Implement On-Condition Sustainment Maintenance (OCSM)**

Objective(s): OCSM delivered as an enduring fleet planning tool to support sustainment decision-making.

Task(s):

- Develop a comprehensive suite of planning tools to support fleet-wide sustainment Army courses of action (COA) for senior leader decision-making.
- Deliver the tool suite (by collaboratively working with stakeholders to identify readiness drivers, implement agreed-upon tools and methodology, establish governance, oversight, and executing (may need to add into existing Financial Management and Resources (FM&R) process).

Metric(s):

- NLT Q1 FY23, revise current decision support tool or alternative tool to model long-term fleet sustainment requirements across UH / AH / CH fleets.
- NLT Q3 FY23, 100% transition to OCSM complete.

OPR: G-3/5

OCR: ALC

**Overarching Goal 5:**

***Lead Organic Industrial Base (OIB) modernization to deliver cutting edge sustainment.***

**Strategic Initiative 19: OIB Modernization**

Objective(s): Synchronized execution of OIB and facility-modernization projects. Critical efforts are resourced and remain on schedule to ensure-effective sustainment for modernizing and enduring capabilities, minimal operational down time during transition/execution, and decreased time taken to achieve improved operation of facility/asset.

Task(s):

- Maintain Common Operating Picture (ALC).
- Maintain/update Vulcan database (G-4).
- Develop AMC-supported solution for Letterkenny Army Depot (LEAD) Anechoic Chamber.
- Award Major Construction-Army projects (G-4).
- Award Restoration and Modernization projects (G-4).
- Award Capital Investment projects (ALC).
- Manage High Velocity Training program (G-1).
- Manage/develop future Cyber/Industrial Control Network programs (G-6).

Metric(s):

- Update Vulcan Database in support of AMC/ASA(ALT) Wargames.
- Support/Award three MCA projects: Corpus Christi Army Depot (CCAD) Powertrain Phase IV, LEAD Shipping and Receiving and Fire Station.
- Award the following R&M projects designs: CCAD Hangar 46 (design), LEAD Bldg. 350 Phase 2 and Bldg. 351 (design/build).
- Award 3 planned LEAD FY23 CIP Projects.
- Award/Gain AMC approval for 7 Powertrain Phase 3 CIP Projects; Award 3 other planned FY23 CIP projects.
- Gain AMC approval of all planned FY24 Capital Improvement Projects (CIP) projects.
- Complete Phase 0 of LEAD High Velocity Training program (G-1).
- Establish and receive AMC authorizing official (AO) approval of the Industrial Control Network at AMCOM Depots (G-6).

OPR: G-4/ALC

OCR: LEAD, CCAD, G-1, G-6, USATA

**Strategic Initiative 20: Energy Stewardship**

Objective(s): Reduce AMCOM carbon and greenhouse gas emissions.

Task(s):

- Transition Government Services Agency (GSA) and government-owned non-tactical vehicles (NTV) to electric vehicles.
- Establish viable support infrastructure for electric vehicles.
- Identify alternatives to diesel fuel-powered generator equipment.

Metric(s):

- NLT Q3 FY23, Transition Depot and HQ GSA NTVs, where available, to electric vehicles.
- NLT Q4 FY23, Install electric vehicle-support infrastructure for planned vehicles (six at LEAD, two at CCAD, and two at Redstone Arsenal).
- NLT Q3 FY23, Update the Installation Energy and Water Plan with projects to transition backup power generation assets away from diesel fuel.

OPR: G-4

OCR: All depots and organizations using NTVs and generators.

**Strategic Initiative 21: Heavy Metal Reduction**

Objective(s): Increase human capital well-being, environmental stewardship and materiel corrosion protection through adoption of qualified, hexavalent chromium-free coating technologies, thereby reducing risks to artisan safety while simultaneously reducing environmental hazards and maintaining or improving corrosion protection and process sustainability.

Task(s):

- Validate full adoption of Class N primers.
- Continue adoption and transition of hexavalent chromium-free sealants.
- Begin transition of hexavalent chromium-free pre-treatments.
- Validate Defense Logistics Agency (DLA) support for hexavalent chromium-free coatings products by the compliance date of relevant Army Maintenance Action Messages (AMAMs).
- Verify supply chain is adequate to support the force's needs.
- Continue management of other hexavalent chromium-free technologies as documented in the ASA(ALT) Policy, "Elimination of Hexavalent Chromium in Army Acquisition and Sustainment of Weapon Systems" dated 30 March 2022.
- Identify and document any alternative technology transition strategies that will not meet the requirements of the policy.

Metric(s):

- NLT Q3 FY23, document the status of hexavalent chromium-free process transition in a briefing to the AMCOM Commanding General and Deputy to the Commanding General. Within the briefing, document the technical and resource constraints for meeting ASA(ALT) policy requirements/completion dates.
- NLT Q4 FY23, document 100% compliance for Class N paint primers.

OPR: G-4

OCR: CCAD, LEAD, and all organizations using heavy metals, Safety, ALC

**Strategic Initiative 22: Depot Source of Repair (DSOR)**

Objective(s): DSOR planning and integration fully supports modernized fleets and delivery of AFC Signature Modernization Effort capabilities.

Task(s):

- Improve earlier DSOR decision-making and determinations, supporting a relevant timeline for delivering Army capabilities.
- Develop comprehensive COP of DSOR decisions affecting facilities, tooling, and workload decisions.
- Develop tiered list of potential impediments to DSOR decisions.
- Develop prioritized list of required capabilities for current and modernizing systems.

Metric(s):

- NLT Q2 FY23, implement a forum with AMC, AMCOM and program managers (PMs) to synchronize and integrate DSOR determinations.
- NLT Q3 FY23, deliver DSOR COP that includes traditional and mid-tier
- Quarterly after COP delivery, update COP of all Aviation and Missile system acquisitions and their projected timelines. Focus should be placed on systems that could influence the AMC OIB Modernization Strategy and other sustainment requirements/decision points including the DSOR, OIB facilities, tooling/ equipment, artisan skills, budgetary requirements, and any lifecycle sustainment impediments (e.g., Intellectual Property Rights).
- NLT Q3 FY23, deliver tiered list of DSOR impediments to AMCOM Commanding General/Deputy to the Commanding General.

OPR: ALC

OCR: G-3/5, Depots, G-4, USATA

**Overarching Goal 6:**

***Drive sustainment performance to deliver Force requirements.***

**Strategic Initiative 23: Update Area Development Plans (ADP)**

Objective(s): Updated, time relevant, forward-looking ADPs, optimized for enduring and modernizing systems.

Task(s):

- Establish effective battle rhythm with AMCOM Command Group and staff, internal organizations, subordinate industrial base activities, and AMC.
- Integrate, synchronize, and execute ADP updates.

Metric(s):

- NLT Q1 FY23, 100% completion of LEAD ADP.
- Monthly ADP status briefs to AMCOM Command Group and staff to guide leader engagement and staff actions.

OPR: G4

OCR: ALC, Depots, USATA

**Strategic Initiative 24: Sustainment Performance Requirements**

Objective(s): AMCOM meets key sustainment performance benchmarks for FY23.

Task(s):

- Maintain Supply Availability (SA) for aviation and missile systems, as matched against available funding level.
- Ensure effective stock on-hand (SoH) using current performance as a benchmark.
- Meet Basic and Frozen Performance to Promise (P2P) targets for both CCAD and LEAD.
- Inform the sustainment workforce of collective goals.
- Report all variances from performance goals to the Command Group, IAW the monthly battle rhythm.

Metric(s):

- NLT Q1 FY23, publish a plan to communicate performance goals and expectations.
- 85% Supply Availability (SA) for aviation and missile systems, as matched against available funding level.
- Increase SoH effectiveness by 5%.
- 90% P2P targets for CCAD and LEAD (95% of programs).

OPR: ALC

OCR: CCAD, LEAD

**Strategic Initiative 25: Aviation Center Logistics Command (ALCL) performance requirements**

Objective(s): ALCL maintains a high level of readiness across all supported fleets.

Task(s):

- Provide full-spectrum maintenance and logistical operations for Aviation, Field Artillery, Air Defense Artillery, and Ground Support Equipment platforms and systems in the most effective manner possible.

Metric(s):

- Sustain 99% or greater Monthly/Surge Mission Performance (MSMP) readiness across all supported fleets, on a monthly basis.
- Meet or exceed 70% Fully Mission Capable (FMC) rate for each Aviation mission design series (MDS), on a monthly basis.
- Meet or exceed 90% FMC rate for each FA and ADA system, on a monthly basis.
- Maintain ZERO carry-over or deferred scheduled service on any ground support equipment or vehicles, on a monthly basis.

OPR: ALCL

OCR: ALC

**Overarching Goal 7:**

***Implement sustainment process innovation for enduring systems.***

**Strategic Initiative 26: Robotics Utilization**

Objective(s): Identify and implement robotic technologies to enhance readiness (e.g., Joint Autonomous Repair Verification and Inspection System (JARVIS) robotic wiring harness capability).

Task(s):

- Identify potential robotics technologies that may increase productivity, artisan safety, and readiness across the industrial base.
- Identify challenges that are best addressed with robotics across the industrial base.
- Resource and implement robotics technologies to increase sustainment capability and capacity across the industrial base.

Metric(s):

- NLT Q3 FY23, fully adopt JARVIS I (Hole Replicator) and JARVIS II (Blade Repair Process) across the industrial base.
- NLT Q4 FY23, develop a plan of action for development and utilization of robotic wiring harness capability.

OPR: ALC

OCR: CCAD; LEAD; Chief Data & Analytics Officer

**Strategic Initiative 27: Utilization of Advanced Production Systems**

Objective(s): Advanced production systems employed at CCAD to reduce production bottlenecks and increase throughput, while evaluating capability for support to FVL systems.

Task(s):

- Identify CIP funding for advanced production systems.
- Employ Smart Transmission Test System (STTS).
- Employ Flexible Test Modules (FTMs).

Metric(s):

- NLT Q2 FY23, identify CIP funding for FTM-2A and FTM-1A modules
- NLT Q3 FY23, FTM 4 utilized for production.
- NLT Q4 FY23, correlation and functional test of FTM-2B (UH-60 & AH-64 internal and tail gear boxes).

- NLT Q4 FY23, FTM-3 (CH-47 combiner transmission and engine gear box) and FTM-1B (UH-60 and AH-64 mains, CH-47 forward and aft transmissions) enter Production.

OPR: ALC

OCR: CCAD, G-4

**Strategic Initiative 28: Achieve UH-60V Program production at CCAD**

Objective(s): Achieve established delivery milestones for UH-60V production programs at CCAD, supporting Force readiness.

Task(s):

- Plan and publish delivery milestones.
- Reconfigure facilities, billets, production lines as necessary.
- Produce UH-60V parts / Plan for every part.
- Inform command quarterly on progress and challenges.
- Complete aircraft within negotiated cost plans (APA/OMA).

Metric(s):

- 100% production timelines achieved.
- 100% digitized platforms delivered to customers on time.
- Actual hours are within +/- 3% of Cost Plan

OPR: ALC

OCR: CCAD

**Strategic Initiative 29: Achieve Core Depot Capability for Signature Modernization Efforts**

Objective(s): Maintain core depot capabilities for Signature Modernization Effort (SME) systems at CCAD and LEAD in compliance with applicable laws and policies.

Task(s):

- Leverage Cross-Functional Team/Signature Modernization Efforts (CFT/SME) customer program management reviews (PMR) as opportunities to communicate depot capabilities.
- Conduct quarterly synchronization meetings with SME sustainment leads to facilitate early and continued depot involvement.
- Partner with Original Equipment Manufacturers (OEMs) early in the weapon system lifecycle to identify Private Public Partnership (PPP) opportunities.
- Work with program offices in anticipation of Army-established core requirements for SMEs and associated DSOR selections.
- Maximize Foreign Military Sales (FMS) to offset workload gaps to maintain capability.

Metric(s):

- Determine and achieve minimum sustaining rates (MSR) that support future SME core capabilities.
- Meet required weapon-system organic sustainment pilot program schedules.

OPR: ALC

OCR: CCAD, LEAD

**Strategic Initiative 30: Build, Test, and Evaluate a Deployable Civilian Test Measurement and Diagnostic Equipment (C-TMDE) Capability**

Objective(s): Establish emergency essential deployable teams (C-TMDE) to support the Army.

Task(s):

- Deploy proof of concept team to support 3ID at National Training Center (NTC).
- Evaluate results of NTC deployment to determine requirements for Table of Distribution and Allowances (TDA) assigned teams.
- Create Position Descriptions for civilian team members.
- Validate Army requirements for future TMDE deployment support.
- Adjust USATA TDA to include deployable teams.
- Include USATA deployable capability in Time Phased Force Deployment Data (TPFDD).
- Resource equipment and shelters.
- Hire personnel.
- Train personnel, establish and exercise training/evaluation cycles.

Metric(s):

- NLT Q2 FY23, deploy and evaluate proof of concept team.
- FY23-28 establish all DA required teams with personnel, equipment and funding.

OPR: US Army TMDE Activity (USATA)

OCR: G-33, G-8

In summary, AMCOM's Campaign Plan strategic initiatives are designed to achieve long-term goals for the Aviation and Missile sustainment enterprise.

Achieving our goals will enable the Army to transform and modernize to a Multi-Domain Operations (MDO) capable force on a sustainable strategic path, while maintaining combat-ready formations equipped with enduring combat platforms.

While specific initiatives may be completed or added to our campaign plan across FY23-24, our long-term goals, managed by LOE leads, will hold us accountable to maintain momentum and forward progress. Our operating environment is constantly changing, and we will always rely on People – our most critical resource – to adapt, innovate, and execute our priority missions in support of the Army and Joint Force.

Thank you for all that you do each and every day.



# THE AMCOM Campaign Plan – FY 23



**AMCOM Mission: AMCOM delivers responsive aviation, missile and calibration materiel readiness to the US Army in order to optimize joint warfighter capabilities at the point of need.**

