Leader's Guide to Equipment Fielding

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Center for Army Lessons Learned

The Center for Army Lessons Learned leads the Army Lessons Learned Program and delivers timely and relevant information to resolve gaps, enhance readiness, and inform modernization.

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Foreword

> "The military services are manned by careerists on a structured ladder. Promotion to higher rungs is dependent on years of demonstrated, distinguished devotion to a service's mission. Work routines, patterns of association, and information channels…make quite predictable a service's continual search for new hardware consistent with currently assigned roles and missions."
>
> — Graham Ellison and Philip Zelikow, The Essence of Decision, quoted from Suzanne C. Nielsen's, An Army Transformed: The U.S. Army's Post-Vietnam Recovery and the Dynamics of Change in Military Organizations[1]

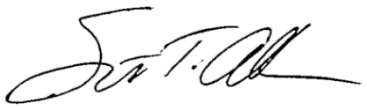
Driving change in a military organization is a difficult endeavor. Personnel often resist change because of organizational culture and the processes and procedures that enable stability and predictability. Conflicting interpretations of organization role and mission can further impede successful change. Successful change requires organizational buy-in, focused commitment, willingness to explore new possibilities and rethink old paradigms, and hard work in shedding obsolete means and developing new approaches that are appropriate for employing new capabilities.

The creation of Army Futures Command (AFC) signaled the seriousness with which the U.S. Army is approaching our current modernization effort. AFC's creation of cross-functional teams (CFTs) to drive development and procurement of new technology and materials is beginning to deliver what may become of flood of new materials in the coming years. In concert with AFC's efforts, the Army's Regionally Aligned Readiness and Modernization Model (ReARMM), sees units rotate through eight-month modernization, training, and mission cycles, ensuring the Army can provide trained and ready forces to Combatant Commanders around the world when needed.

[1] Graham Ellison and Philip Zelikow, *The Essence of Decision*, quoted from Suzanne C. Nielsen's, *An Army Transformed: The U.S. Army's Post-Vietnam Recovery and the Dynamics of Change in Military Organizations*

As part of the Army's overall modernization process, leaders are challenged with divesting their units of legacy equipment, fielding new equipment, and oftentimes transforming into new organizational designs. Integrating newly received personnel and forming new teams, within new organizational structures, while receiving, accounting for, and training on new equipment requires significant planning and leadership. Doing all this within constrained time periods provides Army leaders and Soldiers multiple opportunities to excel during ReARMM modernization phases. Concurrently planning and setting conditions for the training phase that follows the modernization phase adds even more challenge to this endeavor.

To assist leaders and Soldiers with these challenges CALL created the *Leader's Guide to Equipment Fielding*. The primary audience for this guide is division and below level organizations, but the guide examines and explains the modernization phase processes and roles across multiple echelons so that all entities involved in the process can visualize the linkages across echelons that enable success. While primarily focusing on clarity of process and highlighting best practices in divesting old equipment and fielding new equipment, the guide also discusses the subsequent training phase planning and preparation milestones that occur during the modernization phase. As the Army moves forward and gains experiences with ReARMM, we will continue to capture emerging lessons and techniques to inform future versions of this guide. We welcome and appreciate feedback from the field to aid in this process.



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Introduction

As the U.S. Army is readied for large-scale combat operations (LSCO) against formidable adversaries like China (considered the United States' pacing threat) and Russia (an acute threat), it is currently undergoing its most significant transformation since the conclusion of the Vietnam War. Although senior Army leaders will determine the specific types and quantities of equipment that units will receive during modernization, individual unit leaders and Soldiers must prepare their organizations to receive and train with the new equipment. Throughout this equipping process, they must adhere to various Army policies and regulations to ensure all legal and contractual obligations are met, thereby maintaining combat readiness to the best of their abilities.

The Army's equipping process is dynamic, adaptive, and essential for maintaining readiness. The process is multifaceted and comprehensive, and involves several key steps:

- **Identifying equipment capability shortfalls.** This step entails assessing the existing equipment inventory and identifying capability gaps. It is crucial to understand where improvements or enhancements are needed.
- **Developing equipment solutions.** Once capability gaps are identified, the Army works on developing solutions. This could involve designing new equipment, modifying existing systems, or procuring advanced technologies.
- **Prioritizing.** Given limited resources, high-priority items receive more attention in terms of funding, development, and deployment.
- **Fielding.** After development and testing, the newly acquired or upgraded equipment is fielded to operational units. This involves distributing it to the appropriate units and ensuring personnel are trained to use it effectively.
- **Repairing and recapitalizing.** Equipment will suffer wear and tear or become outdated. Regular maintenance, repairs, and periodic recapitalization (replacing aging components) is essential to keep the equipment operational.
- **Obsolescing equipment.** As technology evolves, some equipment becomes obsolete and must be phased out and replaced with more modern alternatives.[2]

This handbook is a tool for leaders to find information on the myriad materiel equipping, planning, and execution guidelines.

[2] Army Regulation (AR) 525-29, *Force Generation - Sustainable Readiness*, 1 October 2019, pages 48-49.

The Center for Army Lessons Learned (CALL) provides a unique service to the force by providing research and answers on a wide variety of topics.

CHAPTER 1
Equipping and the Regionally Aligned Readiness and Modernization Model

> "The Army cannot transform in a vacuum; we must continue to meet the operational requirements of Joint Force commanders. The Army's Regionally Aligned Readiness and Modernization Model (ReARMM) is our unit lifecycle model to balance the production of modernized, highly trained, and ready forces for employment."
>
> — Chief of Staff of the Army Paper #1, *Army Multi-Domain Transformation: Ready to Win in Competition and Conflict*, 16 March 2021[3]

According to the *2019 Army Modernization Strategy: Investing in the Future*, 17 October 2019, "The United States must prioritize long-term strategic competition with China and Russia while deterring regional adversaries and sustaining irregular warfare competency."[4] A simultaneous large-scale combat operations (LSCO) gap study published by the Combined Arms Center (CAC) the same year named several capabilities the Army should have in a future conflict with either of these two improving competitors. This acknowledgement served as a warning to America's military services that they needed to transform themselves, modernize, and reimagine how and with what they will fight America's future conflicts.

THE NEED FOR ARMY MODERNIZATION

As part of this transformation and how it is envisioned, the Army is refining its leader development, education, and talent management programs. Calculated changes in Army concepts, doctrine, organizations, and training continue to change how it fights. What the Army fights with is characterized by materiel development and procurement, guided by the Army's six materiel modernization priorities, which include long-range precision fires, next generation combat vehicles, future vertical lift, unified network, air and missile defense, and Soldier lethality. Army modernization will result in a "modernized Army capable of conducting multi-domain operations (MDO) as part of an integrated Joint Force in a single theater by 2028, and ready to conduct MDO across an array of scenarios in multiple theaters by 2035."[5]

The Army's ReARMM Methodology

The Army's mission priorities are constantly evolving, and as a result, the force management and generation processes must adapt to stay in sync with these requirements. Currently, the Army grapples with a discrepancy between requirements and available resources. This challenge arises from the imperative to provide cutting-edge capabilities to Soldiers and combat formations, especially during the growing threats posed by near-peer adversaries.

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[3] Chief of Staff of the Army Paper #1, *Army Multi-Domain Transformation: Ready to Win in Competition and Conflict*, 16 March 2021.
[4] Headquarters, Department of the Army (HQDA), *2019 Army Modernization Strategy: Investing in the Future*, 17 October 2019, page 2.
[5] Ibid.

ReARMM is the Army's current force readiness model that enables it to compete with expected adversaries by establishing long-standing, habitual relationships to specific missions and theaters; create predictable unit timetables to enable modernization; and enable Army success in competition and conflict.

The Army optimized force readiness and modernization models for past threats and conflicts. Transformational change occurred when and where possible while Army units simultaneously met current competition, crisis, and conflict demands. ReARMM enables the Army to respond to routine competition requirements, respond to crisis, and win during conflicts. Some of ReARMM's most significant advantages include:

- Enabling the Army to transform into a multi-domain force while providing a predictable supply of ready units for the Army and the Joint Force.
- Optimizing time available for units to field and train modern materiel and capabilities.
- Building predictability for the reserve components, equippers, and personnel managers.[6]

Table 1-1. ReARMM unit life cycle model[7]

Modernization	Train	Mission
Units focus on tasks to receive and integrate new capabilities and/or formations	Units operate new capabilities during mission-tailored training at echelon	Units execute operational deployments or serve as part of contingency ready forces
• Enables Army transformational change of a multi-domain land power • Focuses units regionally with predictable, long-term relationships to specific missions and theaters, enhancing Army support to competition • Synchronizes all Army components, providing predictability to formations		

REARMM UNIT LIFE CYCLES AND TASKS

Under ReARMM, active duty units cycle through eight-month phases of modernization, training, and mission phases. Army Guard and reserve units have extended windows to match their total requirements to their personnel.[8] Below is a brief list of priority tasks by phase.

Modernization Phase

Army units primarily use the modernization phase to receive and integrate new equipment. There are several activities units will also likely perform during this phase, including:

- Pilots, tests, and evaluations of unit reorganization/force structure
- Integration of modern capabilities

[6] HQDA, Deputy Chief of Staff, G-3/5/7, *Regionally Aligned Readiness and Modernization Model*, 16 October 2020. Available at https://www.army.mil/standto/archive/2020/10/16/.
[7] Ryan, Kurt J., Jin H. Pak, *Operationalizing ReARMM: A sustainment perspective*, 11 August 2021. Available at: https://www.army.mil/article/249275/operationalizing_rearmm_a_sustainment_perspective.
[8] Suits, Devon, *Army implementing ReARMM unit life cycle model*, 2 March 2021. Available at: https://www.army.mil/article/243828/army_implementing_rearmm_unit_life_cycle_model.

- Divestiture of equipment
- Training and fielding of new equipment

Train Phase

Army units primarily focus on training and gaining confidence with new equipment during ReARMM's train phase. Some of these specific training activities may include:

- Mission-tailored training
- Regionally focused training
- Individual, small unit, and collective training
- Home station training, live fire exercises, combat training center (CTC) rotations, and warfighter exercises

Lesson/Best Practice

Commanders may request stop-move as a tool to ensure unit personnel are available to facilitate new equipment training (NET), new equipment fielding (NEF), and mission readiness. Commanders who want to use this tool must submit stop-move recommendations through the Forces Command (FORSCOM) headquarters for approval by Headquarters, Department of the Army (HQDA).

Mission Phase

Having received and trained on their new equipment and organized as directed, Army units are available to combatant commanders (CCDRs) during their mission phases as part of the ready force used for operational and other contingency-related employments. Mission activities include:

- Designated units assigned against specific missions/regions
- On mission or ready for assignment
- Immediate response force/crisis response force/decisive action[9]

REARMM FUNDAMENTALS

One of ReARMM's chief benefits is that Army units aligned under the same mission lines have similar modernization levels, which ensures common proficiency on newly fielded equipment. ReARMM allows the Army to respond to combatant command demands while creating time and space for units to modernize through predictability, stability, and synchronization.[10]

[9] Ryan, Kurt J., Jin H. Pak, *Operationalizing ReARMM: A sustainment perspective*, 11 August 2021. Available at: https://www.army.mil/article/249275/operationalizing_rearmm_a_sustainment_perspective.
[10] FORSCOM Public Affairs, *Army officials to discuss how ReARMM will synchronize readiness*, 1 October 2021. Available at: https://www.army.mil/article/250753/army_officials_to_discuss_how_rearmm_will_synchronize_readiness.

Predictability

Predictability allows Soldiers to know in advance that something will happen and/or what it will be like when it does. With respect to ReARMM, predictability does the following:

- Harmonizes historically conflicting Army priorities.
- Achieves readiness by appropriately allocating resources to accomplish combatant command missions and contingency operations.
- Provides a thorough, progressive transformation of doctrine, organization, training, materiel, leadership and education, personnel, facilities, and policy (DOTMLPF-P) capabilities where applicable and needed.[11]

Stability

Stability is a situation in which something can continue in a regular and successful way without unexpected changes. With respect to ReARMM, stability does the following:

- Reduces unit personnel and operational turbulence but allows agility and flexibility for world events and missions.
- Aligns units against regional priorities and functions.

Synchronization

Synchronization is the execution of multiple tasks at the same time or rate. Army-wide, synchronized unit life cycles do the following:

- Enables Army prioritization of effort and resourcing decisions.
- Integrates new doctrine, organizations, and materiel, as necessary.
- Organizes well-trained Soldiers into optimal warfighting formations with modern weapon systems and sufficient resources.[12]

Other Factors

Regardless of a unit's ReARMM phase, some command activities are continuous and require attention and/or completion because of unit mission requirements and/or higher headquarters' command guidance. To avoid life cycle issues, commanders and their staffs, where applicable, must stay invested in all planning and execution processes to ensure ReARMM works and their units are synched across all levels and installations. Failure to do so will make modernization more difficult. These activities include:

- Manning

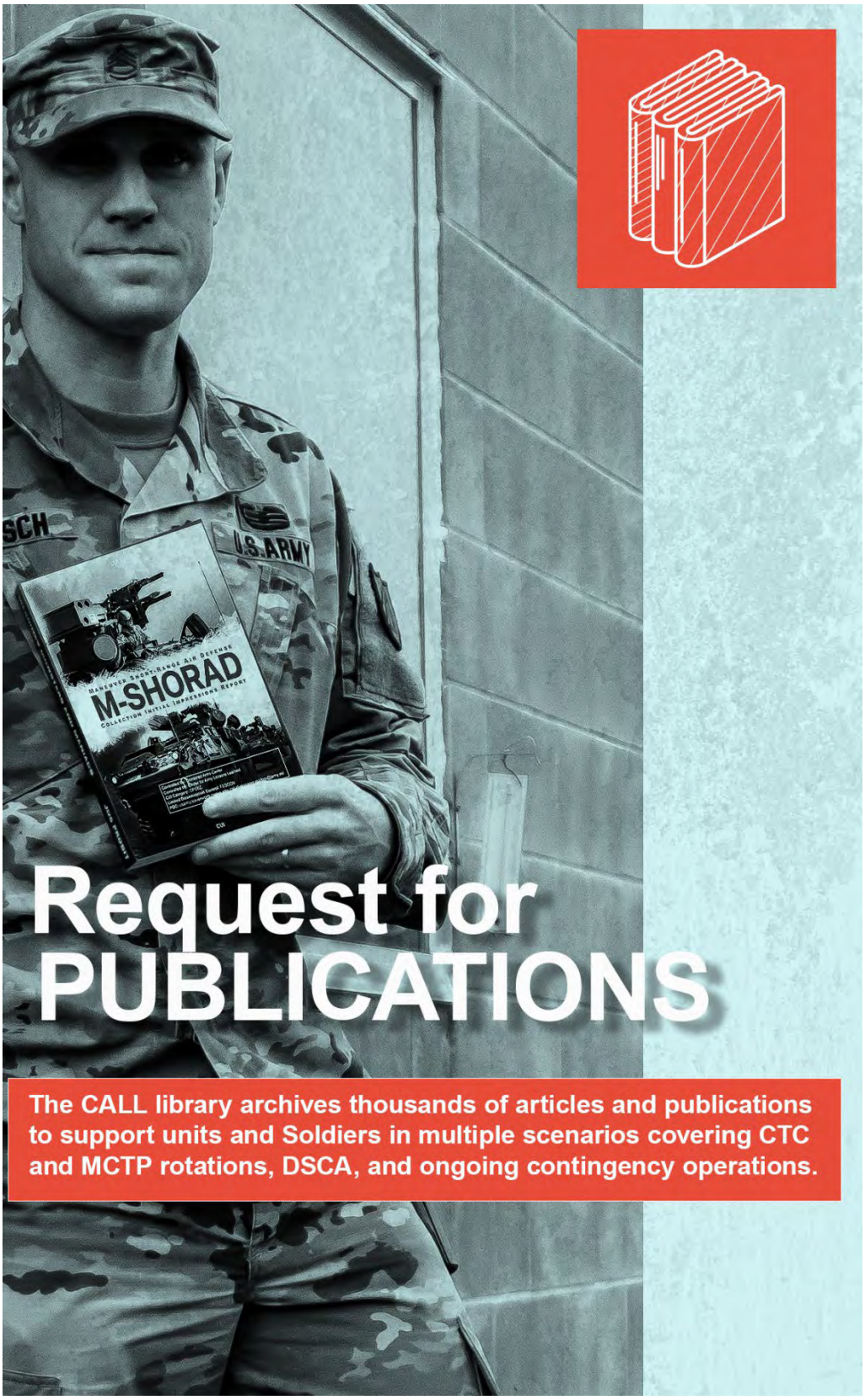
[11] FORSCOM Public Affairs, *Army officials to discuss how ReARMM will synchronize readiness*, 1 October 2021. Available at: https://www.army.mil/article/250753/army_officials_to_discuss_how_rearmm_will_synchronize_readiness.
[12] HQDA, Deputy Chief of Staff, G-3/5/7, *Regionally Aligned Readiness and Modernization Model*, 16 October 2020. Available at https://www.army.mil/standto/archive/2020/10/16/.

  - Changes of command/responsibility and other unit leader transitions
  - Professional military education and development
  - Personnel leave, re-assignment, and permanent changes of station (PCS)
  - Individual/unit health and wellness activities
- Equipping
  - Off-cycle or unplanned/irregular unit equipment fielding
  - Maintenance management (command maintenance and services)
  - Command supply discipline program initiatives
- Training
  - Institutional and mandatory training
  - Individual training (weapons qualification, physical training [PT], etc.)
  - Training management
- Other activities
  - Army service requirements
  - Joint exercise program participation
  - CTC and warfighter exercise mission support
  - Organizational inspection program activities

Lesson/Best Practice

The Army implements authorized actions using the Army's Decision Support Tool (DST)-generated materiel fielding plans (MFPs). These plans incorporate the Regionally Aligned Readiness and Modernization Model (ReARMM) guidance and disposition instructions. By adopting ReARMM, the Army is poised to become a multi-domain capable force, ready to tackle competition, crises, conflicts, and adapt to change. This approach builds on lessons learned from previous transformational efforts, ensuring holistic transformations across doctrine, organization, training, materiel, leadership and education, personnel, facilities, and policy (DOTMLPF-P).[13]

[13] Suits, Devon, *ReARMM to help stabilize training, modernization, mission requirements*, 20 October 2020. Available at: https://www.army.mil/article/240100/rearmm_to_help_stabilize_training_modernization_mission_requirements.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The CALL library archives thousands of articles and publications to support units and Soldiers in multiple scenarios covering CTC and MCTP rotations, DSCA, and ongoing contingency operations.

CHAPTER 2
Roles and Responsibilities

> "Army equipping is a team effort that requires a clear understanding of all stakeholders' responsibilities and interdependencies to maximize equipment on-hand readiness."
>
> — Headquarters, Department of the Army, Deputy Chief of Staff, G-8, *Army Equipment Allocation and Distribution: Roles, Responsibilities, Procedures, and Authorities (RRPA) Handbook*, 22 January 2021.[14]

This chapter outlines the roles and responsibilities held by various Army staff offices and organizations. These responsibilities span the strategic, operational, and tactical levels and they cover aspects such as materiel allocation, distribution, redistribution, displacement, and divestment. Stakeholders involved in equipping processes continually develop business rules and procedures that align with and are subordinate to the Headquarters, Department of the Army (HQDA), Deputy Chief of Staff (DCS), G-8, *Army Equipment Allocation and Distribution: Roles Responsibilities Procedures and Authorities (RRPA) Handbook*.[15]

The chapter starts by introducing senior Army headquarters staff, who offer strategic guidance regarding Army materiel procurement. It then delves into the U.S. Army Materiel Command (USAMC), which is responsible for managing and synchronizing materiel distribution and redistribution planning and execution. Finally, the chapter concludes with gaining commands (GCs), which receive materiel for their respective units. The allocation of equipment to subordinate units is contingent on the echelon for which the equipment is designated.

HEADQUARTERS, DEPARTMENT OF THE ARMY

The HQDA oversees equipment readiness throughout the Army. It collects input and conducts studies from various sources, including experiments and real-world experiences. Subsequently, the HQDA provides guidance and direction through its internal staff, coordinating with Army commands (ACOMs) such as Army Futures Command (AFC), USAMC, Forces Command (FORSCOM), Training and Doctrine Command (TRADOC), Army Service component commands (ASCCs), Direct Reporting Units (DRUs), and other designated commands to drive material improvements and changes.

[14] Headquarters, Department of the Army (HQDA), *Deputy Chief of Staff, G-8, Army Equipment Allocation and Distribution: Roles, Responsibilities, Procedures and Authorities (RRPA) Handbook*, 22 January 2021, page 4.
[15] Ibid.

TRADOC plays an instrumental role in shaping the Army's capabilities and readiness by building and integrating formations, capabilities, and materiel. This includes working closely with the Assistant Secretary of the Army for Acquisition, Logistics, and Technology (ASA [ALT]) and USAMC to sustain equipment capabilities for materiel fielding, transfer, and displacement through the product materiel developer (MATDEV) process.[16]

Assistant Secretary of the Army (Acquisition, Logistics, and Technology)

The ASA (ALT) serves as the principal advisor to the Secretary of the Army on matters related to acquisition, logistics, and technology. The ASA (ALT) establishes the strategic direction for and oversees policies and programs related to acquisition, logistics, technology, procurement, intellectual property, the industrial base, and security cooperation. The ASA (ALT) also ensures that HQDA policies, plans, and programs are completed consistently according to legal requirements, regulations, and policies.[17] Regarding equipment fielding, the ASA (ALT) does the following:

- Integrates strategic direction and collaborates with other key stakeholders, including the ASA for Financial Management and Comptroller (ASA [FM&C]); the chief information officer (CIO); the DCS, G-3/4/5/7/8; and other officials and organizations within the HQDA.
- Offers strategic direction and oversight for policies and programs related to Army procurement, logistics, and technology initiatives.
- Exercises sole authority for delivering materiel solutions for equipment modernization requirements.
- Provides funding for new equipment training (NET) for each assigned system per approved capability requirements documents, approved training activities, approved program baselines, and decisions made during milestone reviews.[18]
- Coordinates NET strategies, management, and the execution of NET activities with USAMC NET managers and USAMC training developers (TNGDEVs).
- Collaborates with the DCS, G-3/5/7 (training directorate) to address Army modernization training policy matters.
- Fields new equipment and equipment upgrades per the Army resourcing priority list and priorities and schedules set forth by DCS, G-3/5/7/8 to bolster the generating force and the operating force.
- Co-leads the semi-annual Army Modernization Equipping Conference with USAMC.[19]

[16] DA Pam 770-2, *Procedures for Materiel Fielding*, 16 July 2021, page 1.
[17] HQDA, *General Orders (GO) NO. 2020-01*, 6 March 2020, page 6. Available at: https://armypubs.army.mil/epubs/DR_pubs/DR_a/pdf/web/ARN21322_AGO2020_01_FINAL.pdf.
[18] AR 70-1, *Army Operation of the Adaptive Acquisition Framework*, 28 November 2023.
[19] Headquarters, Department of the Army (HQDA), Deputy Chief of Staff, G-8, *Army Equipment Allocation and Distribution: RRPA Handbook*, 22 January 2021, page 7-8.

Assistant Secretary of the Army (Financial Management and Comptroller)

The ASA (FM&C) is the principal advisor to the Secretary of the Army on all matters related to financial management and comptrollership. The ASA (FM&C) oversees the planning, programming, budgeting, and execution (PPBE) process and provides stewardship of the Army's fiscal resources. These activities range from program inception through budget formulation, submission, and defense, to funds distribution, appropriation realignment actions, execution, and auditable financial statements. The ASA (FM&C) is the single office in HQDA responsible for the comptroller function, including budget formulation, execution, and review; financial operations; cost and economic analysis; enterprise financial systems management; and congressional liaison. Regarding equipment fielding, the ASA (FM&C) does the following:

- Oversees the PPBE processes. This includes the formulation, presentation, submission, defense, and implementation of the Army budget for contingency operations and related appropriations.
- Develops and coordinates cost and budget plans and reports; allocates resources; and conducts budget execution reviews for annual goals and priorities.
- Develops and maintains standard cost and economic analysis systems, models, and databases.[20]

Chief Information Officer

The CIO is the principal advisor to the Secretary of the Army on information resource management and information technology (IT). The CIO assesses the effect of information resource management and IT on warfighting capabilities and establishes the strategic vision for information resource management and IT, supervises policy implementation, and oversees various programs, including managing an integrated IT architecture, information sharing policies, cybersecurity policies, and cybersecurity program management. The CIO also oversees the entire life cycle of IT resource management processes and ensures synchronization across the information enterprise.[21]

Deputy Chief of Staff, G-3/5/7

The DCS, G-3/5/7, is the principal military advisor to the Secretary of the Army and Chief of Staff of the Army on HQDA operations, strategy, planning, and the prioritization of capabilities per high-priority scenarios, war plans, major force elements, and operations. Regarding equipment fielding, the DCS, G-3/5/7 does the following:

- Develops and implements global force management plans and policy to provide combatant commanders (CCDRs) with prompt, sustained, and dominant land power across the spectrum of operations.
- Supervises Army readiness reporting for prioritization and resourcing decisions.

[20] HQDA, *General Orders (GO) NO. 2020-01*, 6 March 2020, page 6. Available at: https://armypubs.army.mil/epubs/DR_pubs/DR_a/pdf/web/ARN21322_AGO2020_01_FINAL.pdf.
[21] Ibid, page 8.

- Develops and implements policies for managing, structuring, documenting, and accounting for the Total Army and for related force management policies, processes, and procedures.
- Ensures current and future Army strategy, planning guidance, operations, and policy are incorporated in force development requirements.
- Prioritizes Army forces and capabilities per high-priority scenarios, war plans, major force elements, and operations to enable the Army strategy, and to meet CCDR requirements and emerging demands, ensuring the integration of capabilities across mission and functional areas.
- Develops the Integrated Requirement Priority List and Dynamic Army Resource Priority List to establish priorities for equipment distribution and redistribution.[22]

Deputy Chief of Staff, G-4

The DCS, G-4, is the principal military advisor to the Chief of Staff of the Army and ASA (ALT) for logistics and sustainment. The DCS, G-4, aids with the development of Army strategy, policies, and programs for logistics and sustainment; plans and supervises the execution of those policies and programs; and reviews and assesses the execution of Army logistics and programs. Regarding equipment fielding, the DCS, G-4 does the following:

- Develops and executes Army strategy, policy, plans, and programs for logistics and sustainment.
- Ensures the execution of policies, plans, and programs consistent with law, regulation, and policy by other HQDA officials and organizations.
- Reviews and assesses the completion of Army logistics policies, plans, and programs.
- Oversees logistics policies and procedures for supply chain management, maintenance management, equipment readiness, transportation, and logistics information systems, and deployment and distribution.
- Monitors worldwide logistics operations, including materiel readiness and Army-wide readiness trends.
- Advises and assists Army organizations across a broad range of sustainment topics.[23]

Deputy Chief of Staff, G-8

The DCS, G-8, is the principal military advisor to the Chief of Staff of the Army and the ASA (FM&C) for the programming phase of PPBE. In performing this function, the DCS, G-8, coordinates with the ASA (ALT) on all proposed programming recommendations that are related to ongoing acquisition programs and science and technology initiatives. The DCS, G-8, is the principal Army staff advisor to the CSA on all materiel requirements and the prioritization, integration, and programming of Army and joint materiel capabilities for integration into the overall prioritization of capabilities by the DCS, G-3/5/7. Regarding equipment fielding, the DCS, G-8, does the following:

[22] HQDA, *General Orders (GO) NO. 2020-01*, 6 March 2020, pages 14-15. Available at: https://armypubs.army.mil/epubs/DR_pubs/DR_a/pdf/web/ARN21322_AGO2020_01_FINAL.pdf.
[23] Ibid, pages 15-16.

- Develops, in coordination with ASA (ALT), the Army program, modernization, and equipment readiness policies, programming, and analysis.
- Conducts the Army Requirements Oversight Council as a forum to establish common understanding across requirements, resourcing, and acquisition communities and ensures equipment and modernization requirements are consistent with Army strategic priorities.
- Coordinates Army efforts with the Joint Requirements Oversight Council and ensures materiel solutions meet immediate CCDR and warfighter needs.
- Validates, approves, and prioritizes Army materiel capabilities and ensures integration of materiel capabilities across missions and functional areas.
- Maintains and updates, as required, the Army Equipment Allocation and Distribution RRPA until superseded by applicable Army regulations.
- Co-leads, with USAMC, the semi-annual Army Modernization Equipping Conference.[24]

U.S. ARMY MATERIEL COMMAND

USAMC serves as the lead materiel integrator (LMI) within the Army materiel enterprise to manage and synchronize materiel distribution and redistribution planning and execution for all Army equipment. It provides logistics, technology, acquisition support, and selected logistics support to Army forces, as well as USAMC-related common support to other services, multinational, and interagency partners through national-level maintenance and supply programs managed and executed by Life Cycle Management Commands (LCMCs). USAMC does the following:

- Advises senior Army leaders regarding materiel issues and materiel readiness.
- Produces integrated materiel sourcing recommendations to meet Army materiel requirements.
- Plans, coordinates, and synchronizes materiel to support integrated system fielding events.
- Provides equipment sourcing solution recommendations to operational needs statement and equipment sourcing document requirements.
- Coordinates execution of approved Department of Defense Instruction (DODI) 1225.06, Equipping the Reserve Forces, equipment replacement plans per DCS, G-8, guidance.
- Co-leads, with the ASA (ALT) and DCS, G-8, the semi-annual Army Modernization Equipping Conference.[25]

Army Sustainment Command

The Army Sustainment Command (ASC) plays a critical role in providing logistics support across various levels, from strategic to tactical. As the Army's lead materiel integrator, ASC collaborates with USAMC and its LCMCs to enhance combat power for operational commanders. ASC's mission areas include:

[24] HQDA, *General Orders (GO) NO. 2020-01*, 6 March 2020, pages 16-17. Available at: https://armypubs.army.mil/epubs/DR_pubs/DR_a/pdf/web/ARN21322_AGO2020_01_FINAL.pdf.
[25] Headquarters, Department of the Army (HQDA), Deputy Chief of Staff, G-8, *Army Equipment Allocation and Distribution: RRPA Handbook*, 22 January 2021, pages 11-13.

- Lead Materiel Integrator. As USAMC's LMI, ASC provides materiel readiness visibility and management, including property accountability and source of repair work loading.
- Logistics Civil Augmentation Program (LOGCAP). LOGCAP is an Army regulatory program that provides broad, contracted sustainment support to geographic combatant command operations, coalition partners, interagency, and intergovernmental agencies where a military capability is not readily available.
- Logistics Assistance Program. The logistics assistance program is an HQDA program executed by ASC that aids in the early detection and resolution of logistics-related problems affecting materiel readiness.
- Logistics Readiness Centers (LRCs). LRCs develop plans and policies and exercise authority over all installation-level logistics activities, including supply, services, logistics automated systems, maintenance, and transportation.
- Army Pre-Positioned Stocks (APS). ASC helps to maintain, account for, and care for APS in storage worldwide.

These critical functions are executed through a global network of organizations, including the ASC staff, Army field support brigades (AFSBs), Army field support battalions (AFSBns), and LRCs.[26]

Army Field Support Brigades

An AFSB is a modular, mission-focused organization operating under the ASC. The AFSB provides the link between the generating force and the operational force. Its mission involves integrating and synchronizing the delivery of strategic capabilities from USAMC and ASC to supported ASCCs and corps. AFSBs and their subordinate AFSBns synchronize and integrate logistics assistance program personnel and other USAMC capabilities to assist units in the early identification and resolution of logistics-related problems affecting materiel readiness. AFSBs coordinate with the ASA (ALT) to synchronize the program executive office and the MATDEV-contracted field service representative support to units. Field service representatives assist units with fault identification and repair; damage assessments and equipment modifications; and upgrades. Regarding modernization and equipping, AFSBs will do the following:

- Maintain accountability of specified Army contractors who are authorized to accompany the force and other theater-designated contractor personnel in coordination with the supported units and contracting support brigade.
- Coordinate support from the national sustainment base, including expert advice and call-forward assistance regarding readiness and sustainment.
- Integrate and synchronize LOGCAP planning for the geographic CCDR and ASCC staffs to manage cost, schedule, and performance tradeoffs and mitigate risk.
- Integrate and synchronize LOGCAP and enhanced Army global logistics enterprise support at the strategic, operational, and tactical levels.
- Manage APS, including off-loading and property accountability.[27]

[26] ATP 4-98, *Army Field Support Brigade*, 30 June 2021, pages 1-1 to 1-3.
[27] Ibid, pages 1-4 and 1-5.

Logistics Readiness Centers

LRCs are responsible for creating strategies and regulations, as well as overseeing all logistics operations at the installation level, such as supply, services, automated logistics systems, maintenance, and transport. AFSBs deliver logistics support and the ability to project power at divisional installations via their subordinate units, known as AFSBns, and at non-divisional installations through LRCs that report directly to them. The AFSBns and LRCs are instrumental for ensuring the readiness, ongoing support, and power projection capabilities for individual Soldiers and units within their designated areas of responsibility.[28]

Life Cycle Management Commands

USAMC provides logistics services, including maintenance and supply programs, at the national level. These efforts are managed and executed by the LCMCs. These LCMCs collaborate closely with various stakeholders, including the ASA (ALT), program executive offices, and MATDEVs. Together, they offer comprehensive support for fielded weapon systems and equipment throughout their entire life cycle. Several specific LCMC modernization and equipping responsibilities include:

- Distribute and redistribute major items to Army units for maximum unit readiness and wartime sustainability while integrating modernization initiatives.
- Control equipment distribution based on requirements and allocations established in the Army equipping enterprise system-modern (AE2S-M) and the priorities within the dynamic Army resource priority list.
- Ensure holistic weapon system supportability by fulfilling associated support items of equipment (ASIOE); ammunition; petroleum, oil, and lubricants; repair parts; and other support requirements.
- Distribute modernization items of equipment in alignment with integrated logistics support, force modernization plans, and total package fielding (TPF) requirements.
- Manage Army Class VII (major end items) line-item number (LIN) substitution activities.[29]

LCMCs integrate life cycle management across the materiel enterprise. The commands operate the Army's organic industrial base, which maintains, modernizes, and resets everything from vehicles and helicopters to communications equipment. LCMCs also provide essential training to Soldiers and units and deliver support when needed through logistics assistance representatives. LCMCs ensure units always have the highest quality and modernized equipment they need, when and where they need it.[30]

[28] ATP 4-98, *Army Field Support Brigade*, 30 June 2021, page 1-2.
[29] Ibid, page 1-4.
[30] U.S. Army Materiel Command Magazine, AMC Today, July-September 2016, Foreword. Available at: https://www.amc.army.mil/Portals/9/Documents/AMC%20Publications/AMCToday%20LCMC%20JUL-SEP16.pdf?ver=2017-09-11-151901-45.

The four LCMCs and their primary responsibilities include:

- **United States Army Tank-automotive and Armaments Command:** Develop, acquire, field, and sustain Soldier and ground systems.
- **Joint Munitions Command and Joint Munitions and Lethality Life Cycle Management Command:** Manage the production, storage, distribution, and demilitarization of conventional ammunition for all U.S. military services.
- **United States Army Communications-Electronics Command:** Provide, integrate, and sustain command, control, communications, computers, cyber, intelligence, surveillance, and reconnaissance systems.
- **United States Army Aviation and Missile Command:** Develop, acquire, field, and sustain aviation, missile, and air unmanned vehicle systems.[31]

Logistics Data Analysis Center

USAMC's Logistics Data Analysis Center (LDAC) delivers critical sustainment data, advanced information technology, and decision-making support tools to enhance overall readiness and empower Army senior leaders to make informed decisions, ranging from strategic support zones to the tactical front lines. The LDAC's life cycle support division develops and maintains advanced software tools that enhance supportability analysis and logistics management to empower MATDEVs to better serve Soldiers. Some of the most significant products the LDAC uses to perform its functions include:

- PowerLOGJ is an acquisition logistics data management tool that satisfies requirements for the Logistics Management Information and Logistics Support Analysis Record.
- The Logistics Product Data Store is the Army's central repository for logistics product data. The Logistics Product Data Store supports storing, viewing, and analyzing the integrated product support data required to support systems throughout the life cycle.
- The Computerized Optimization Model for Predicting and Analyzing Support Structure is a PC-based computer model designed to aid in conducting level of repair analysis studies.
- The Systems Planning and Requirements Software is a tri-service expert system that assists MATDEVs and integrated logistics support managers in preparation of integrated logistics support, supportability planning, and other acquisition and program management documentation.
- The Cost Analysis Strategy Assessment model is a life cycle cost/total ownership cost Decision Support Tool that can present the total cost of ownership depending on user selections, including cost of research, development, test, and evaluation appropriations; acquisition and production; operating and support; and disposal.
- There are more than 12,500 electronic technical manuals online with updates expected.[32]

[31] ATP 4-98, *Army Field Support Brigade*, 30 June 2021, page 1-4.
[32] Logistics Data Analysis Center, U.S. Army, https://www.ldac.army.mil/lcsd-home.

Supply Support Activity

The supply support activity (SSA) plays a critical role in the intricate web of facilities, methods, and procedures that facilitate materiel flow in the Army supply system. Its primary functions include receiving materiel into the supply system, issuing materiel to customers, and eventually disposing of it. Each SSA in the Army operates in a unique environment, tailored to its specific context. These SSAs are designed and configured to function within brigade combat teams and at echelons above the brigade level. Figure 2-1 illustrates the organizational relationships between supported units, sources of supply, higher command, and materiel managers.[33]

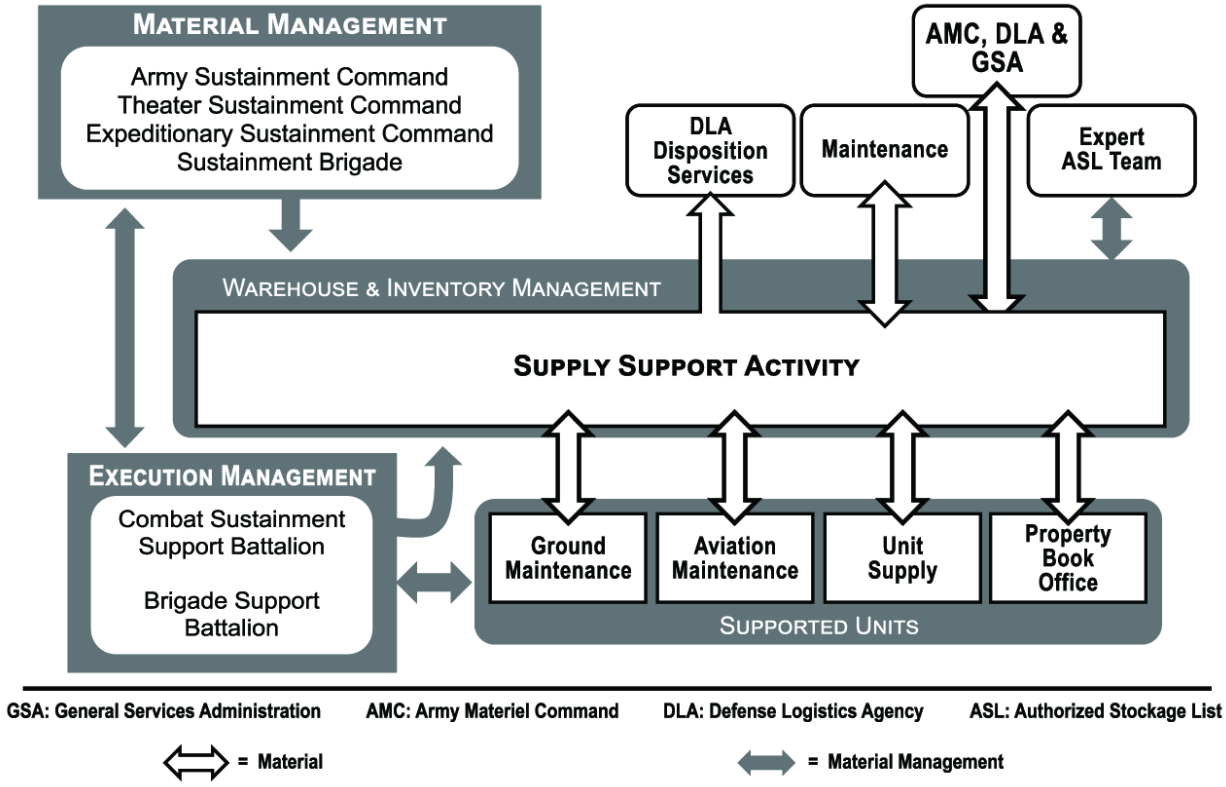

Figure 2-1. SSA organizational relationships[34]

[33] ATP 4-42.2, *Supply Support Activity Operations*, 18 September 2024, page 1-6.
[34] Ibid.

SSAs are the vital link between wholesale supply and end-users, ensuring operational readiness and endurance for the brigade's fleet and combat power. Their functions encompass receiving materiel, distributing it to its local customers (units), and managing equipment disposal. The purpose of SSA operators is to handle requisitioning, receipt, storage, issue, distribution, redistribution, and retrograde of supplies. SSA supply support includes Class I (rations), Class II (clothing and equipment), Class III (petroleum, oil, and lubricants), Class IV (construction materials), Class VII (end items), and Class IX (repair parts). These operations occur at the tactical level of war. The variety of stocks stored by the SSA is known as the authorized stockage list. SSA in the Army operates in a distinct environment, and they are designed and configured to function within brigade combat teams and at echelons above the brigade. SSAs receive guidance from higher command levels and establish connections with sources of supply through phone calls, emails, and liaison offices.[35]

Materiel Developers

MATDEVs are commands or agencies responsible for research and development, production, and fielding of new materiel systems. Department of Defense (DOD) organizations often refer to MATDEVs as a descriptive term for acquisition commands, agencies, and program offices. MATDEVs coordinate with all equipping participants to ensure the skilled personnel, facilities, and materiel needed for consolidation, shipment, processing, inventory, handoff, and NET are provided as planned for in materiel fielding plans (MFPs) and materiel fielding agreements (MFAs).[36]

Materiel Fielding Teams

Materiel fielding teams (MFTs) play an important role in executing an acquisition program's strategy. Their mission is to ensure the successful deployment of an operational materiel system that aligns with user objectives. MFTs are essential for ensuring smooth transitions and effective deployments of major materiel systems within the Army. Key responsibilities of MFTs include:

- **Fielding Coordination.** MFTs coordinate the fielding process, ensuring that all necessary materiel, personnel, skills, and facilities are in place to receive, train, use, maintain, and support new Army systems.
- **Inventory and Transfer.** MFTs conduct a 100 percent joint inventory of received fielded items. Property accountability is transferred to gaining units via .XML files.
- **Reset and Modernization.** MFTs provide materiel differences between a unit's current on-hand unit assemblage code and an upgraded unit assemblage code for its next scheduled fieldings.
- **Direct Shipments.** For units without an MFT, USAMC can arrange small, direct equipment shipments. When this occurs, units conduct inventories and send documentation back to the appropriate materiel agency.

[35] Logistics Training Department, U.S. Army Quartermaster School, Fort Lee, Virginia, *Supply Support Activity (SSA) Operations "How To" Reference Handbook*, October 2021, page 54.
[36] DA Pam 770-2, *Procedures for Materiel Fielding*, 16 July 2021, page 4.

- **Disposition and Turn-In.** MFTs can guide the turn-in of unserviceable equipment, if necessary.[37]

New Equipment Training Managers

NET managers are officials designated by the project manager and are responsible for organizing, managing, and executing NET. Some key NET manager tasks include:

- Produce a new equipment training plan (NETP) for each new, improved, or modified materiel system based on the approved capability requirement document.
- Validate system training support packages (TSPs), including system training with Training Aids, Devices, Simulators, and Simulations; and embedded training, which is available to support the first unit equipped (FUE).
- Review Army modernization training ammunition requirements semi-annually with the project manager.
- Provide training for multiservice systems or equipment for which the Army is designated the NET manager.
- Assist TNGDEV in identifying the military occupational specialty (MOS) and area of concentration affected by NET (the affected MOS/area of concentration will be listed in the appropriate section of NETP).
- Submit rosters of personnel who received NET directly to the commander of Human Resources Command in coordination with the GC.
- Provide TNGDEV the first production or procurement item or system and peculiar support equipment to enable institutional training by the FUE date.
- Provide NET and technical documentation and supporting training materials to units conducting advanced warfighting experiments (AWEs) and advanced technology demonstrations, in conjunction with the TNGDEV, capability developer (CAPDEV), or procuring agency.[38]

GAINING COMMANDS

In the context of modernization and equipment fielding, GCs are ACOMs, ASCCs, DRUs, and other designated commands that will receive materiel for their units. The equipment allocation(s) to their subordinate units depends on the echelon for which the equipment is designated.

Receipt for and accepting responsibility for modernized equipment follows the Army's Command Supply Discipline Program (CSDP), which standardizes supply discipline and ensures compliance with Army supply policies and procedures. By following the CSDP, units can effectively manage and account for the equipment they receive.

[37] DA Pam 770-2, *Procedures for Materiel Fielding*, 16 July 2021, page 3-4.
[38] AR 350-1, *Army Training and Leader Development*, 10 December 2017, pages 36-37.

Types of Responsibility

There are five types of responsibility for property described below and shown in Figure 2-2. When an individual establishes a relationship with a specific property, they assume responsibility for it. Depending on the nature of the property and the specific relationship, different types of responsibility may apply. This assumption of responsibility can occur through various means, such as a written appointment, a signed hand receipt, being assigned to a duty position, or physically taking possession of the property. The five types of responsibility for property includes:

- **Command responsibility.** Commanders bear the duty to oversee the proper use and maintenance of all government property under their command. This includes ensuring proper custody, safekeeping, and disposition. Command responsibility is an inherent aspect of command and cannot be delegated.
- **Supervisory responsibility.** Supervisors are responsible for ensuring that all government property issued to or used by their subordinates is appropriately used and well-maintained. This includes proper custody, safekeeping, and disposition. Supervisory responsibility is an integral part of command and cannot be delegated.
- **Direct responsibility.** Direct responsibility refers to the duty of an individual to ensure that all government property for which they have receipts is properly used and cared for. This responsibility extends to maintaining proper custody, accountability, safekeeping, and disposition of the property. This obligation exists even if the property is not in the individual's possession or for their personal use. Direct responsibility can arise from various circumstances, including written appointment as an accountable property officer (APO); receipt of formal written delegation of direct responsibility; and acceptance of the property on a hand receipt from an APO. In cases where separate Table of Distribution and Allowance (TDA) activities are involved, commanders or activity supervisors will determine and assign in writing individuals who will bear direct responsibility for specific property.
- **Custodial responsibility.** Custodial responsibility refers to an individual's duty regarding property that is in storage, awaiting issue, or ready for turn-in. This responsibility entails exercising reasonable and prudent actions to properly care for the property, ensuring its safekeeping, and managing its disposition. It arises from assignments such as supply sergeants, supply custodians, supply clerks, or warehouse personnel who report to the APO or responsible officer—the individual directly responsible for overseeing the property.
- **Personal responsibility.** Personal responsibility refers to an individual's duty to exercise reasonable and prudent actions in handling and managing government property. Whether issued, acquired, or converted for personal use, this responsibility entails proper usage, care, safeguarding, and appropriate disposal. It is a fundamental obligation that coexists with physical possession of any property.[39]

[39] AR 710–4, *Property Accountability*, 26 December 2023, pages 25-27.

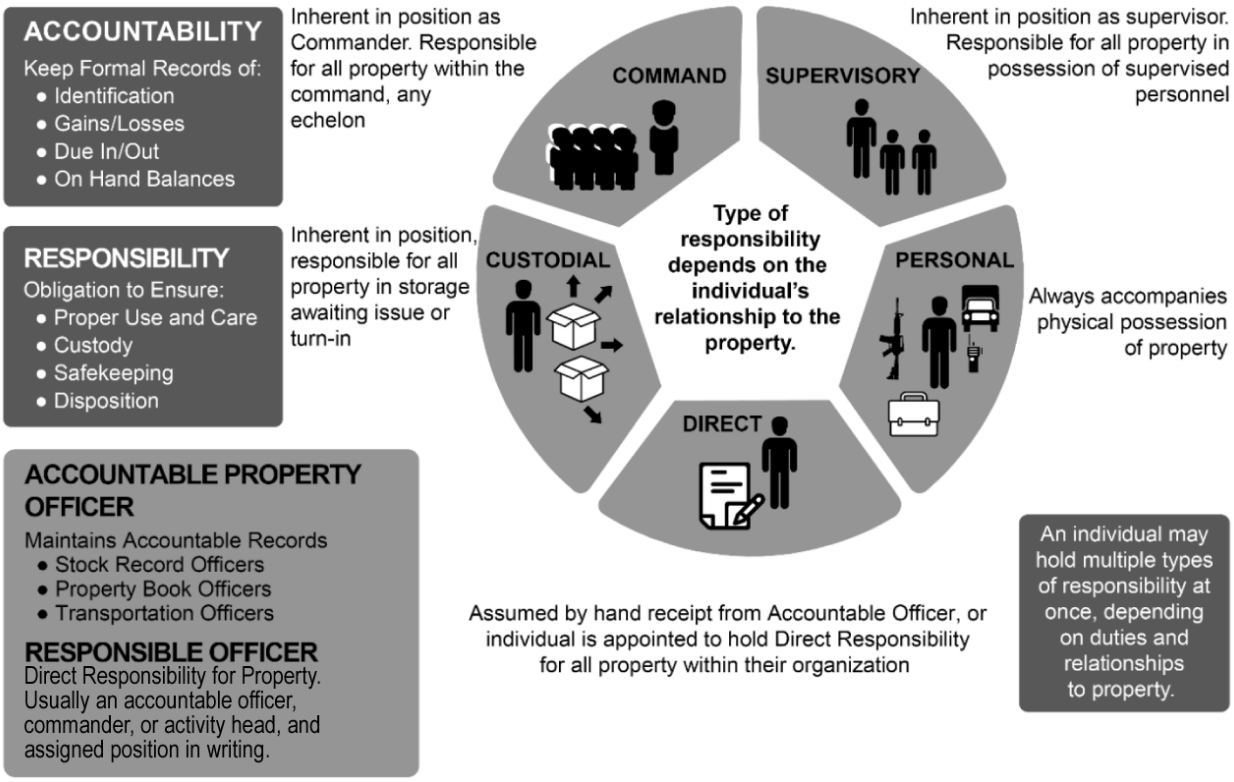

Figure 2-2. Accountability and responsibility for property[40]

Commanders of GCs and receiving units will do the following:

- In coordination with USAMC, integrate the use of the DST into the equipment fielding process (includes planning, vetting, completing, and tracking of new equipment distribution).
- Evaluate proposed sourcing decisions for distribution to ensure alignment with unit availabilities during fielding.
- Develop disposition for equipment that is being replaced by new equipment to address authorized shortages within the command.
- Supervise the acquisition, use, upkeep, and assistance for Army materiel systems and equipment.
- Prepare to receive the materiel according to the planning and funding guidance outlined in the MFP and the MFA.
- Appoint designated points of contact (POCs) for materiel release actions and provide this information to the relevant materiel release offices.
- Assess the support impact and acceptability of systems proposed for release by the MATDEV using the memorandum of notification (MON) or MFP.

[40] AR 710–4, *Property Accountability*, 26 December 2023, page 29.

- Provide the MATDEV with written acknowledgment and acceptance or non-concurrence of materiel planned for conditional or urgent release and submitted as discussed below (each must be signed by a general officer):
  - An urgency-of-need statement must accompany a concurrence for a conditional release request within 45 days of a request.
  - An operational needs statement (ONS) must accompany a request for an urgent release.
  - A statement of acceptance of conditions must accompany a concurrence for a conditional or urgent release within 45 days of a request.
- Upon receiving the MON or the initial MFP, provide the MATDEV with a central POC within the GC. This contact will facilitate coordination, approval of materiel fielding, and transfer planning. The designated POC should include representatives from the property book officer, G-3, and G-4.
  - Coordinate with the CAPDEV and MATDEV through the MON or MFA process to determine the materiel, facility, personnel, training requirements, and schedules needed for system fielding to each gaining unit.
  - Ensure timely validation of HQDA-approved modified table of organization and equipment (MTOE) or TDA authorization documents to allow for requisitioning by the MATDEV. Additionally, obtain Department of the Army (DA) certification from the DCS, G-8 (DAPR-FDZ) (office code), to ensure compliance with U.S. arms control agreements regarding the acceptance of new weapon systems.
  - Submit a mission support plan (MSP) within 60 days after receiving the MFP from the MATDEV. In the MSP, identify any unique installation support requirements, including radiation considerations, country clearance, and caretaker needs for the fielding of APS.
  - Request bulk petroleum; conventional ammunition; and non-system peculiar, limited items procurement. Additionally, request chemical and medical supplies; system-specific items to support fielding; and second destination transportation charges with funds received by the MATDEV.
  - Verify and coordinate the fielding schedules, locations, and all GC personnel and materiel support.
- Process MATDEV-provided customer documentation.
- Perform necessary preparatory work and liaise with the MATDEV or the outgoing command to manage the acquisition of new, altered, surplus, or displaced systems. This includes facility establishment or updating to satisfy specified requirements.
  - Ensure each version of the MON or MFP is staffed with gaining and supporting units.
  - Ensure all units receive a copy of the MON or final MFP and MFA at least six months before the new system is received.
- Provide MATDEVs with detailed information on planned operations and support of materiel systems. Provide MSPs in response to MFPs or materiel transfer plans (MTPs). Ensure the MSP accurately reflects the proposed Base Operating Infrastructure Plan (BOIP), which specifies the unit slated to receive the new or relocated systems.

- Plan, program, and provide trained personnel to receive, operate, maintain, and support new or displaced Army materiel systems.
- Jointly develop, coordinate, and implement a memorandum of agreement (MOA) with losing commands for systems not requiring an MTP.
- Ensure each unit receiving the system completes a DA Form 5666 (GC Fielding Evaluation) and sends copies of the completed DA Form 5666 within 30 days through command channels to the GC headquarters and the MATDEV. For medical materiel (Class VIII), the completed DA Form 5666 will be forwarded to U.S. Army Medical Research and Development Command (USAMRDC).
- Ensure that installations and field sites housing radioactive material possess licenses from the Nuclear Regulatory Commission (NRC) and the Army.
- Approve the acceptance of materiel with less than full materiel release only under the signature of a general officer or civilian equivalent.
- Ensure appropriate property book officers are designated before transferring equipment.[41]

G-4 or S-4 Logistics Officers

The G-4 or S-4 serves as the chief of the sustainment warfighting function and acts as the principal staff officer responsible for various aspects related to sustainment plans and operations for battalion levels of command and higher. Their responsibilities span across several critical areas, such as sustainment plans and operations, including supply, maintenance, transportation, and services. They evaluate logistics requirements to accomplish their commanders' goals and ensure consistent fulfillment of support needs throughout operations. Based on this assessment, logistics staffs formulate logistics concepts, create detailed plans, and ensure seamless coordination of overall logistics efforts in support of operations. Several G-4 and/or S-4 equipment fielding responsibilities include:

- Determine supply requirements with support unit commanders and G-3 or S-3 staffs, except medical, which is handled among medical representatives.
- Coordinate all classes of supply except Class VIII (which is coordinated through medical supply channels).
- Coordinate the requisition, acquisition, and storage of supplies and equipment, as well as the maintenance of materiel records.
- Calculate and recommend to G-3 or S-3 unit basic loads and assist the G-3 or S-3 to determine required supply rates.[42]

Property Book Officers

Property book officers (PBOs) are essential for effectively managing the Army's inventory. They oversee the accountability of all relevant on-hand government property within a unit, ensuring proper management and adherence to regulation. PBO responsibilities include:

[41] AR 770-2, *Materiel Fielding*, 16 July 2021, pages 9-10.
[42] FM 6-0, *Commander and Staff Organization and Operations*, 16 May 2022, pages 2-12 and 2-13.

- **Appointment.** PBOs are appointed by commanders to supervise property accounting and management within Army units.
- **Command Relationship.** PBOs foster and maintain close relationships with command structures among their assigned organizations.
- **Duties of Accountable Officers.** PBOs ensure accurate records and adherence to Army regulations.
- **Core Competencies.** PBOs possess essential skills and are familiar with supply accountability software for effective property management.
- **Types of Accounts.** PBOs manage various types of property accounts within Army units.
- **Property Book Systems.** PBOs rely on various systems, including the Global Combat Support System-Army (GCSS-Army) and other Army enterprise resource planning systems, such as the logistics modernization program, to meet Army readiness and auditability requirements.[43]

Lesson/Best Practice

Observation: The U.S. Army, renowned for its combat-tested prowess, stands as the best-trained, best-equipped, and best-led land force in the world. To fulfill its mission, the Army continuously assesses three foundational imperatives: end strength and force structure, readiness, and modernization.

Discussion: Ensuring the Army's readiness for rapid global deployment grants the U.S. unparalleled capabilities for victory. To achieve this, meticulous coordination across various Army staffs and commands is essential.

Recommendation: Commanders and logisticians at all levels must consistently assess and communicate the current distribution of equipment allocation, including RRPAs within their commands and staffs to ensure alignment with Army guidance in terms of planning, policies, and equipping actions.[44]

Company Commanders, Supervisors, and Managers (Supply Sergeants)

Company commanders, supervisors, and managers (supply sergeants) have the following responsibilities:

- Be familiar with applicable regulatory requirements.
- Use the CSDP listing as a guide/checklist to routinely perform duties.[45]
  - Promptly notify the next level of command about any unmet obligations under the CSDP. Adhere rigorously to all CSDP mandates. This includes but is not limited to the following requirements:

[43] Logistics Training Department, U.S. Army Quartermaster School, Fort Lee, Virginia, *Property Book Operations Handbook*, October 2021, pages 6-9.
[44] HQDA, DCS, G-8, *Army Equipment Allocation and Distribution: RRPA Handbook*, 22 January 2021, Foreword.
[45] AR 710-4, *Property Accountability*, 26 December 2023.

- Track, care for, and safeguard all property, whether it is owned, arriving, or departing.
- Perform mandatory inventories within specified timeframes, using the latest supply catalog, training manual, or relevant publications to account for components. This includes conducting cyclic, sensitive, and durable tool inventories.
- Update hand receipts with the necessary information from the supporting property book office, as instructed.
- Perform inventories of all property before transferring to a new hand receipt holder. During these inventories, all organization property—whether it is listed on the hand receipt or not—must be accounted for and reported to the relevant property book office. Additionally, registration or serial-numbered items must be verified during inventories.
- Acquire a valid receipt when turning in any property.
- Submit a report to higher headquarters and the commander upon the discovery of any loss of, damage to, or destruction of any government property.
- Sub-hand receipt all property not directly under immediate control.
- Ensure all property that has been sub-hand receipted outside of the unit follows regulatory guidelines across the unit's supply section.
- Forecast and plan to procure necessary materials to ensure timely availability.
- Instruct subordinates on supply discipline.[46]

[46] Logistics Training Department, U.S. Army Quartermaster School, Fort Lee, Virginia, C*ommand Supply Discipline Program (CSDP) "How To" Reference Handbook*, October 2021, pages 7-8.

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CHAPTER 3
Force Management

> "The Army of 2028 will be ready to deploy, fight, and win decisively against any adversary anytime and anywhere in a joint, multi-domain, high intensity conflict, while simultaneously deterring others and maintaining its ability to conduct irregular warfare. The Army will do this through the employment of modern manned and unmanned ground combat vehicles, aircraft, sustainment systems, and weapons, coupled with robust combined arms formations and tactics based on modern warfighting doctrine centered on exceptional leaders and Soldiers of unmatched lethality."
>
> — Former Army Secretary Mark Esper in his keynote address to the Association of the U.S. Army Global Force Symposium, 26 March 2018.[47]

The Army force management process involves making careful modifications to the current force while keeping a balance between the requirements for force structure (including manpower and equipment) and the limited resources available and planned (including personnel, equipment, time, and funding). These adjustments are guided by specific directives, constraints, and earlier decisions made by previous leaders.[48]

Force management is the capstone process that sets up and deploys mission-ready Army organizations. This comprehensive process encompasses critical activities, including:

- **Requirements definition:** Identifying the needs and specifications for the force.
- **Force development:** Creating and shaping the force structure.
- **Force integration:** Seamlessly incorporating personnel, equipment, and capabilities.
- **Force structuring:** Designing the organizational framework.
- **Combat development:** Enhancing combat effectiveness through doctrine, training, and materiel.
- **Materiel development:** Acquiring and distributing equipment.
- **Training development:** Preparing personnel for their roles.
- **Resourcing:** Allocating resources effectively.
- **Army Organizational Life Cycle Model:** Managing the entire lifecycle of Army units.

[47] Judson, Jen, *The Army of 2028 will be ready to fight any war, top civilian says*, 26 March 2018. Available at: https://www.defensenews.com/digital-show-dailies/global-force-symposium/2018/03/26/esper-the-army-of-2028-will-be-ready-to-fight-any-war/.
[48] U.S. Army War College, *How the Army Runs Primer*, 2010. Available at: https://dml.armywarcollege.edu/wp-content/uploads/2022/12/AFMS-How-the-Army-Runs-Primer-2010.pdf.

In the context of managing change within a large and intricate organization, the Army adopts an organizational life cycle approach. This involves creating operational units staffed by well-trained personnel, guided by confident leaders, equipped with advanced technology, and delivering these capabilities to the combatant commander (CCDR) for operational deployment.[49]

ARMY FORCE MANAGEMENT MODEL

The Army force management model, depicted in Figure 3-1, functions as a comprehensive system for planning and allocating resources in the U.S. Army. Its purpose is to ensure that the proper personnel and equipment are strategically positioned to meet mission demands effectively. The model includes seven distinct modules, each interconnected and aligned with major Department of Defense (DOD) management processes. These modules include:

- **Strategy:** This module encompasses various strategic documents, such as the National Defense Strategy (NDS), National Military Strategy (NMS), and Unified Command Plan (UCP). It offers the overarching guidance for force management.
- **Joint Capabilities Integration and Development System:** Focused on capabilities development, the joint capabilities integration and development system ensures that the Army acquires the necessary tools and technologies to fulfill its mission.
- **Structure:** This module deals with organizational design, including force structure, unit organization, and staffing.
- **Defense Acquisition System:** The defense acquisition system manages the acquisition of materiel and equipment needed for military operations.
- **Planning, Programming, Budgeting, and Execution (PPBE):** PPBE is a critical process for resource allocation, budgeting, and execution. It aligns Army priorities with available resources.
- **Personnel:** Addressing human resources, this module ensures the proper personnel are assigned to the proper roles.
- **Materiel:** Focused on equipment and technology, this module oversees the development, acquisition, and maintenance of military hardware.[50]

The Army force management model illustrates the interconnections between Army processes and their alignment with major DOD management processes. At its core, force management involves navigating intricate and interconnected processes to facilitate effective change management.[51]

Although the model illustrates process flow in a linear and sequential manner, the intricacies of change management may require a different approach. Depending on the significance and Army senior leader emphasis, certain initiatives might require simultaneous execution, parallel processes, time compression, or even reverse order. All force management processes and systems contribute to the readiness of operational and institutional force organizations, ensuring they are fully trained, equipped, and resourced.[52]

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[49] U.S. Army War College, *How the Army Runs, 2021-2022: A Senior Leader Reference Handbook*, 27 December 2021, page 3-1.
[50] Ibid, page 1-2.
[51] Ibid, page 3-2.
[52] Ibid, page 1-2.

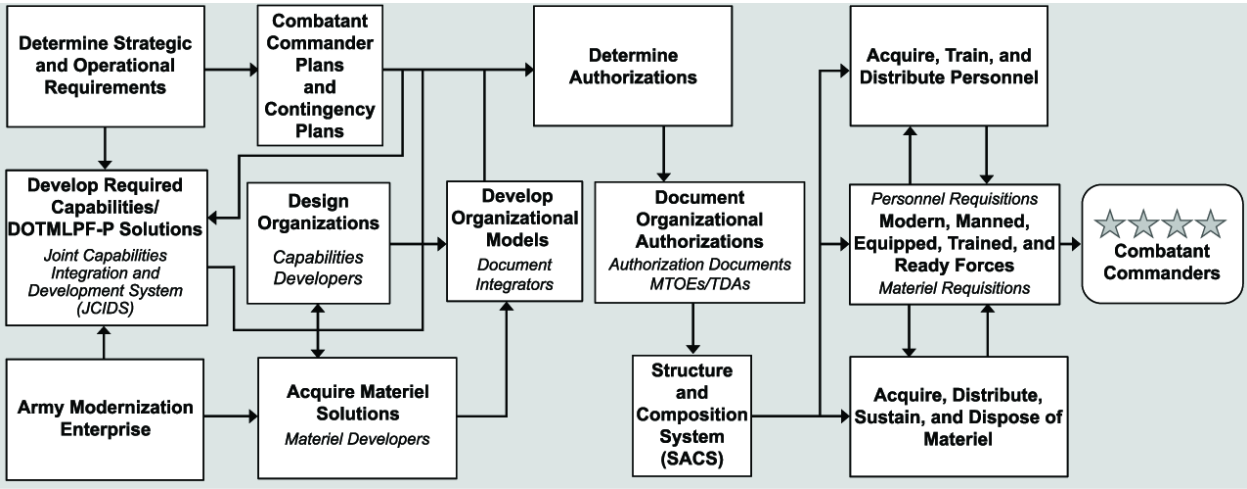

Figure 3-1. Army force management model[53]

This handbook specifically emphasizes the "Acquire, Distribute, Sustain, and Dispose of Materiel" module found in the model's (shown in Figure 3-1) lower right portion. It delves into how the Army equips the forces it supplies to CCDRs.

FORCE MANAGEMENT TOOLS

The force management community relies on a network of interconnected databases and systems to facilitate change management. These systems play a vital role in managing equipment throughout the Army.

Structure and Manpower Allocation System

The structure and manpower allocation system (SAMAS) serves as the Army's centralized automated system for managing force structure, serving as the official record for force accounting, manpower, and unit planning. The Deputy Chief of Staff (DCS), G-3/5/7, Force Management and Development Directorate (DAMO-FMP) oversees SAMAS. Units validated through Total Army Analysis are recorded in SAMAS, forming the foundation of the Program Objective Memorandum (POM) Force. SAMAS primarily incorporates operating force entities as mandated by Army command, including brigade combat teams, divisions, corps, Army Service component commands (ASCCs), armored cavalry regiments, special forces groups, and additional units essential for supporting the combat framework. During the Total Army Analysis, generating force units are designated, with their structures further detailed in the command plan or modified according to a Table of Distribution and Allowance (TDA) change management plan.

[53] U.S. Army War College, *How the Army Runs, 2021-2022: A Senior Leader Reference Handbook*, 27 December 2021, back of handbook fold-out.

SAMAS generates two key outputs: the force structure file—often called the "force file"—which displays the authorized force structure for each Army unit, both programmed and recorded; and the program and budget guidance file, also known as the "budget file," which creates the manpower supplement to the program and budget guidance.

SAMAS serves as a repository for programmatic and structural data that facilitates the generation and endorsement of authorization documents. It allows for comprehensive and summarized evaluations of the Army's force structure, encompassing organizational details, unit profiles, and personnel strength figures. The data extracted from SAMAS informs various Army departments, aiding in the development of intricate personnel, equipment, support, infrastructure, and training programs. The SAMAS database does not hold detailed personnel information or equipment data. Instead, it encompasses more than 100 categories of unit-related information that can be selectively extracted for in-depth analysis.

SAMAS performs a three-way synchronization involving the force file, budget file, and authorization documents. This process, known as the Automated Update Transaction System, ensures that authorization documents align with the planned structure and programmed strengths within SAMAS. A successful match leads to approval for publishing and releasing an authorization document.[54]

Army Force Management System

The U.S. Army Force Management Support Agency (USAFMSA) oversees the force management system (FMS), which serves as the information technology (IT) platform for various components of force development. The purpose and scope of FMS is to support the development of several critical components, including:

- Basis of Issue Plan
- Table of organization and equipment (TOE)
- Modified table of organization and equipment (MTOE)
- Table of Distribution and Allowance (TDA)

FMS acts as the centralized database for recording essential details related to personnel and equipment. FMS captures information at the paragraph level (high-level organizational structure) and the line level (specific personnel and equipment details).

SAMAS (Standard Army Management Information System) is another critical system and should be aligned with FMS. FMS ensures that the data it has is consistent with the information maintained in SAMAS.

Access to FMS is restricted and limited to the force development community. The unit identification code (UIC) and other relevant details are managed within this system.

[54] U.S. Army War College, *How the Army Runs, 2021-2022: A Senior Leader Reference Handbook*, 27 December 2021, pages 2-3 and 3-3.

The Army's FMS ensures that data adheres to the standards outlined in the Department of Defense Manual (DODM) 8260.03, *Global Force Management Data Initiative Implementation: Unique Identification for Enterprise Force Structure Data*, Volumes 1 and 2, 1 July 2022.[55] This data is disseminated through two key platforms:

- Army Force Management System Web (FMSWeb): A web-based system that facilitates the management and distribution of force structure data.
- Army Organization Server (AOS): A platform that plays a crucial role in handling and sharing FMS data.[56]

Army Force Management System Web

FMSWeb is a comprehensive website that grants users access to a wealth of FMS data. This includes information related to TOEs, MTOEs, Base Operating Infrastructure Plans (BOIPs), TDAs, Common Tables of Allowances, and Joint Tables of Allowances. Additionally, FMSWeb serves as the central repository for approved requirements and authorization documents. For an in-depth understanding of FMSWeb's capabilities, refer to Department of the Army Pamphlet (DA Pam) 71-32, *Force Development and Documentation Consolidated Procedures*, March 2019,[57] which provides a detailed list of its functionalities. The USAFMSA serves as the proponent for FMSWeb and oversees access to this essential website.

FMSWeb allows users to access FMS requirements and authorizations data at the retail level. Additionally, it provides access to digitally tagged hierarchical data from the Global Force Management-Data Initiative (GFM-DI). FMSWeb is available at https://fmsweb.fms.army.mil.[58] (CAC login required).

[55] Defense Manual (DODM) 8260.03, *Global Force Management Data Initiative Implementation: Unique Identification for Enterprise Force Structure Data*, Volumes 1 and 2, 1 July 2022.
[56] U.S. Army War College, *How the Army Runs, 2021-2022: A Senior Leader Reference Handbook*, 27 December 2021, page 3-3.
[57] Department of the Army Pamphlet (DA Pam) 71-32, *Force Development and Documentation Consolidated Procedures*, March 2019.
[58] U.S. Army War College, *How the Army Runs, 2021-2022: A Senior Leader Reference Handbook*, 27 December 2021.

Global Combat Support System–Army Fielding

Global Combat Support System-Army (GCSS–Army), a web-based information and logistics system, underwent fielding in two waves. The first wave, known as Increment 1, took place between November 2012 and November 2017. During this period, the Army successfully deployed GCSS–Army across all tactical units in the active Army, Army National Guard, and U.S. Army Reserve components. Increment 1 aimed to streamline and integrate critical functions related to supply, maintenance, and property accountability that were previously managed by separate legacy systems.

The Army implemented a comprehensive training strategy to familiarize Soldiers with the system. This strategy consisted of the following components:

- Online training (not exceeding 10 hours): Soldiers accessed training materials online to learn how to use GCSS–Army.
- In-person classroom training (not exceeding 40 hours): Instructors conducted face-to-face training sessions to reinforce Soldiers' understanding of the system. This training was referred to as new equipment training (NET).
- The Army dispatched mobile training teams (MTTs) to provide in-person training of varying durations during the Increment 1 fielding process. These efforts aimed to ensure that Soldiers were proficient in using GCSS–Army effectively.

In 2017, as the Army concluded the first fielding of GCSS–Army, it transitioned from NET to sustainment training. Like the NET, GCSS–Army sustainment training involved a combination of online classes that Soldiers could take while on duty with instructor-led training. GCSS–Army training occurred at various Army institutions, including advanced individual training, troop schools, and senior leader training. Army Shared Services Center officials asserted that Soldiers had ample online training resources and courses available for GCSS–Army, surpassing any other Army information system. To further support Soldiers during the sustainment phase, the Army provided resources such as a GCSS–Army help desk and an end-user's manual.[59]

[59] United States Government Accountability Office report to the House of Representatives Committee on Armed Services, *Defense Logistics: Army Should Ensure New System Operates in All Situations and Soldiers Complete Training*, April 2021, pages 9 and 24. Available at: https://www.gao.gov/assets/720/713680.pdf.

Army Organization Server

The AOS functions as a data distribution hub, offering wholesale-level computer-to-computer access to authoritative past, present, and future GFM-DI-formatted, Headquarters, Department of the Army (HQDA)-approved authorization data. USAFMSA serves as the designated proponent for the AOS.[60]

Global Force Management Data Initiative

The GFM-DI, driven by a collaborative community of interest, aims to create a digitized, hierarchical enterprise force structure baseline. This baseline provides detailed information down to the billet level for all authorized forces, organizational elements, and crewed platforms within the DOD. The primary goal is to achieve seamless end-to-end data integration across various functional areas within the DOD.

Key points about the GFM-DI include:

- **Standardization:** The initiative looks to standardize force structure representation, making it consistent, visible, accessible, and easily comprehensible across the DOD.
- **Unique identifiers:** These identifiers link billets, crews, equipment, and chain of command relationships, facilitating electronic manipulation of force structure data across multiple systems.
- **Information exchange data standard:** By establishing a common data format, the GFM-DI enables DOD systems to exchange force structure data efficiently.
- **Net-centric environment:** The initiative aligns with the net-centric vision outlined in the Strategic Planning Guidance.

The DOD mandated that all enduring automation systems consuming detailed force structure authorization data adjust to the GFM-DI format.

The GFM-DI runs on the premise that force structure data serves as the bedrock for evaluating and using service capabilities in alignment with the NMS. GFM-DI plays a pivotal role in reshaping the procedures related to global force management, readiness, command and control (C2), manning, and logistics. USAFMSA assumes the role of the designated proponent for GFM-DI authorization data. The Joint Staff J-8 Models and Analysis Support Division holds the responsibility for DOD implementation.[61]

[60] U.S. Army War College, *How the Army Runs, 2021-2022: A Senior Leader Reference Handbook*, 27 December 2021, page 3-4.
[61] U.S. Army War College, *How the Army Runs, 2021-2022: A Senior Leader Reference Handbook*, 27 December 2021, pages 3-3 and 3-4.

Structure and Composition Database

The structure and composition database is overseen and managed by the DCS, G-3/5/7 DAMO-FMP, as depicted in Figure 3-2. This database serves as a critical resource for understanding the Army's phased requirements concerning personnel and equipment across the current, budget, and program years, as well as at the objective table of organization and equipment (OTOE) levels. By doing so, the structure and composition database provides insights into the present state of modernization, the achievements expected by the end of the POM, and a comprehensive vision of a fully modernized Army for strategic planning purposes.

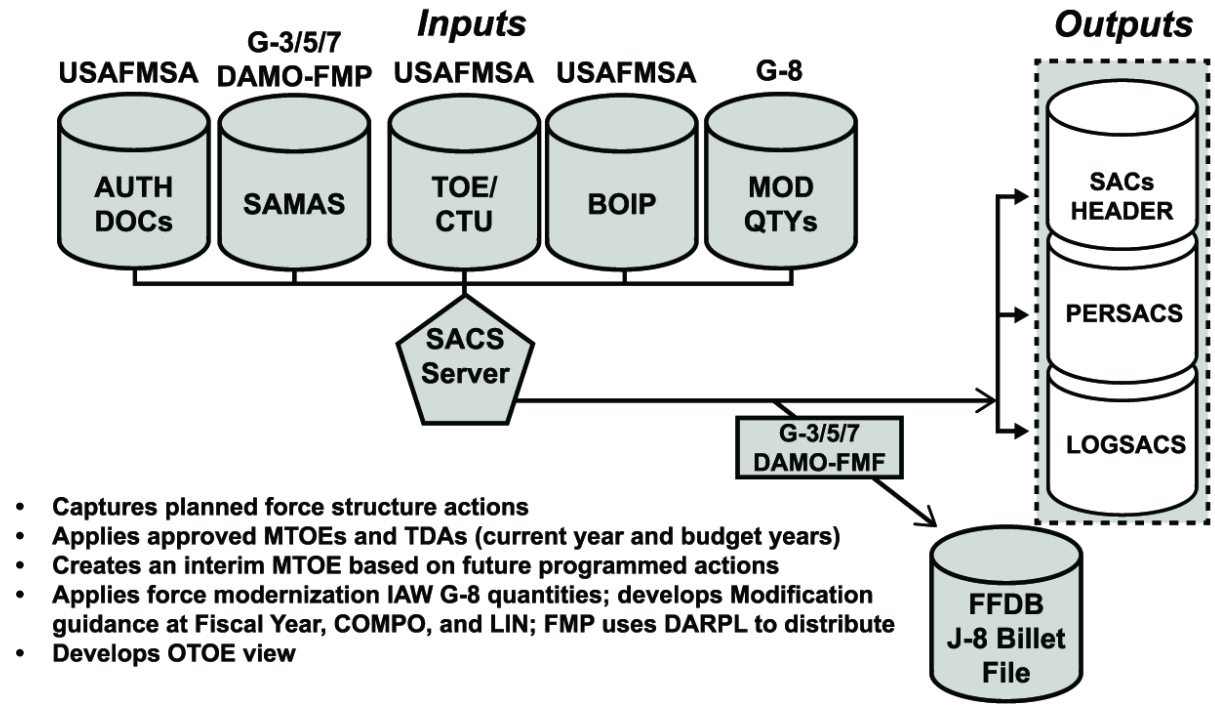

Figure 3-2. Structure and composition system[62]

The approved force lock (also known as MFORCE or force review point [FRP]) serves as the critical input for starting the structure and composition database cycle. The structure and composition database integrates and harmonizes data from various sources, including BOIPs, TOEs, the SAMAS force file, MTOEs, and TDAs, all while adhering to resource constraints.

The structure and composition database is generated following each force lock point, typically occurring two to three times per year. It reflects the programmed force modernization changes by using Army Equipping Enterprise System (AE2S) estimated line-item number (LIN) quantities categorized by Army component and fiscal year. The prioritization process is facilitated through the dynamic Army Resourcing Priority List.

[62] U.S. Army War College, *How the Army Runs, 2021-2022: A Senior Leader Reference Handbook*, 27 December 2021, page 3-4.

The structure and composition database (Strategic Army Command Database) serves as a critical resource for determining and documenting personnel and equipment requirements and authorizations within the Army. Its key components include:

- Personnel structure and composition (PERSAC):
  - The PERSAC report integrates data from the SAMAS and TOE systems.
  - The PERSAC tabulates and projects military personnel requirements and authorizations for each unit in the force over a 10-year period.
- Logistics structure and composition (LOGSAC):
  - The LOGSAC report combines data from multiple sources, including SAMAS, TOE, BOIP, and equipment force.
  - The LOGSAC calculates and forecasts equipment requirements and authorizations for each unit in the force across different periods, including current, budget, and POM years (extended for a total of 10 years).[63]

Enterprise Management Decision Support System

The Enterprise Management Decision Support System (EMDS), sponsored by the Army G-3/5/7, functions as the Army's central operational overview for integrated readiness, resource allocation, deployment, and force generation analytics data.

The EMDS is a data-driven, commercial off-the-shelf (COTS) business intelligence system integrated with the Secret Internet Protocol Router Network (SIPRNet). EMDS does the following:

- Integrates data from various Army sources. It offers visually driven analytic tools related to personnel, equipment, training, deployment, and installations. These tools include customizable dashboards, table and chart views, as well as advanced discovery and search features.
- Empowers Army decision makers and their staff to perform force planning in alignment with deployment schedules, readiness evaluations, and resource assessments.
- Provides information for the Army's operating and generating forces (MTOE and TDA) units; U.S. Army Forces Command's (FORSCOM's) derivative unit identification codes; and assistant chief of staff for installation management's installation reports.
- Furnishes common operational pictures (COPs) for force generation, resourcing, and readiness across all Army components under the purview of the DCS, G-3/5/7.[64]

[63] U.S. Army War College, *How the Army Runs, 2021-2022: A Senior Leader Reference Handbook*, 27 December 2021, pages 3-4 and 3-5.
[64] Ibid, page 3-5.

Army Equipping Enterprise System

AE2S is the Army's web-based and common access card-enabled knowledge management and decision support system for equipment modernization. It encompasses the Army's programmed force for the Equipping Program Valuation Group POM development, projected inventories derived from equipment procurements, and allocations to each of the components for equipment distribution transparency and BOIP application analysis. The DCS, G-8, serves as the proponent for AE2S.

AE2S incorporates the improved Army flow model, which generates the Total Army Equipment Distribution Plan. Additionally, it encompasses various allocation and distribution models to offer strategic options for investing in, allocating, and distributing existing and new equipment. The system integrates information from reliable sources and computes the total Army requirement for equipment across capability groups. It also helps affordability analysis and includes the Army's acquisition and procurement goals for new equipment and modifications to existing ones.[65]

Figure 3-3 illustrates where AE2S fits into the Army's equipping and distribution process. The process involves various roles, responsibilities, procedures, and authorities (RRPA) related to materiel allocation, distribution, and redistribution. The lead materiel integrator (LMI), which is the Army Materiel Command (AMC), plays a critical role in managing equipment distribution and ensuring alignment with DOD directives and Army Regionally Aligned Readiness and Modernization Model (ReARMM) life cycles. Stakeholders collaborate to develop supporting business rules and tactics, techniques, and procedures (TTPs) to address the complexity of equipment distribution across different commands and components. Additionally, the AE2S equipment force application and Decision Support Tool (DST) serve as essential Army automation systems for managing equipment data. Overall, this process aims to achieve enduring readiness and balance equipment across the force during persistent conflict.

[65] U.S. Army War College, *How the Army Runs, 2021-2022: A Senior Leader Reference Handbook*, 27 December 2021.

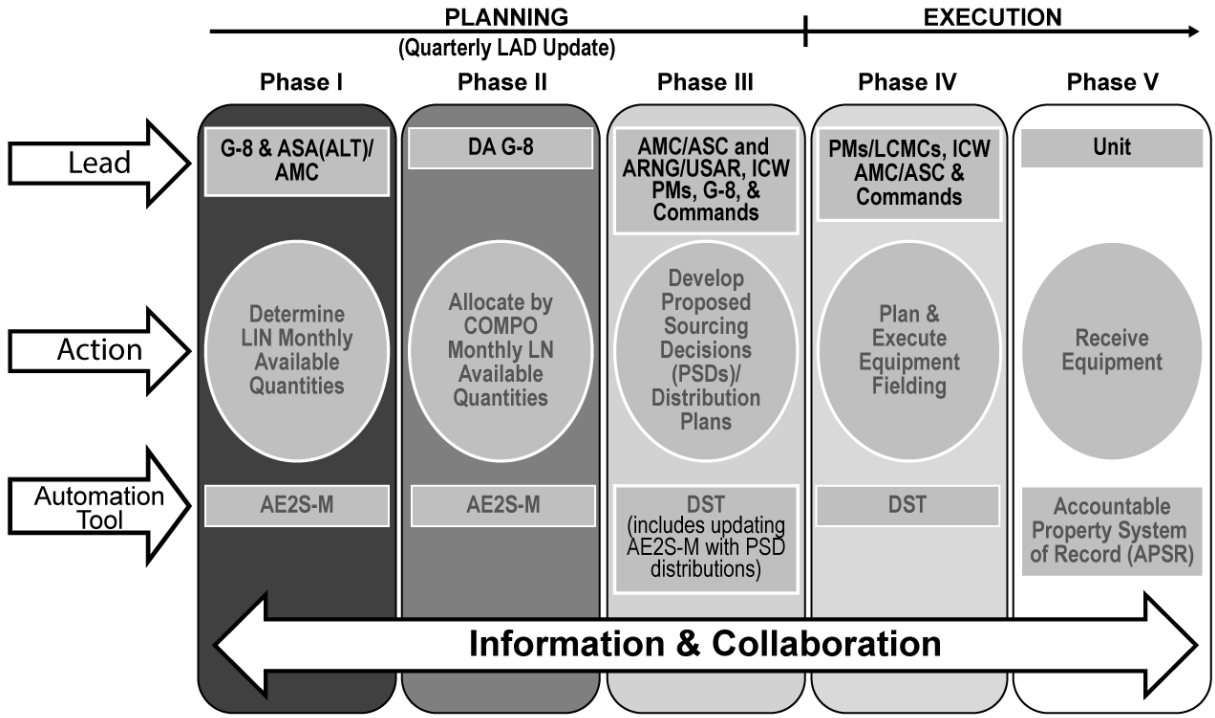

Figure 3-3. Army equipping and distribution process[66]

[66] Headquarters Department of the Army (HQDA), Deputy Chief of Staff (DCS), G-8, *Army Equipment Allocation and Distribution: Roles, Responsibilities, Procedures, and Authorities (RRPA) Handbook*, 22 January 2021, page 7.

The Center for Army Lessons Learned (CALL) provides a unique service to the force by providing research and answers on a wide variety of topics.

CHAPTER 4
Army Equipping and Synchronization Process

> "We will modernize the systems that design and build the joint force, with a focus on innovation and rapid adjustment to new strategic demands. We will make our supporting systems more resilient and agile in the face of threats that range from competitors to the effects of climate change."
>
> — 2022 National Defense Strategy[67]

This chapter describes how equipment is included in authorization documents; its relevant quantity; and how the equipment is allocated, distributed, redistributed, displaced, and divested from the Army inventory.

ARMY EQUIPPING AND DISTRIBUTION

Equipping a force as large and diverse as the U.S. Army is a monumental task that requires diligent research, planning, synchronization, and coordination to ensure Army units have the equipment necessary to successfully carry out its assigned missions.

Equipping Fundamentals

Equipping readiness for the Army starts with property accountability at the unit level. Commanders and property book owners must ensure equipment is on-hand, including all items received from program managers. Commanders and property book owners must also ensure equipment is aligned with proper authorization documents and it is accounted for per Army regulations (ARs). Four primary equipping fundamentals to enhance on-hand equipment readiness are:

- **Property Authorization Documents.** Army authorization documents include Headquarters, Department of the Army (HQDA)-approved modified tables of organization and equipment (MTOEs), Tables of Distribution and Allowances (TDAs), and mission-essential equipment lists. MTOEs outline the initial validated equipment requirements (specific gear and resources needed) for a unit to carry out its operational mission. Like an MTOE, a TDA specifies authorized equipment for organizations that perform missions in specific geographic locations and are generally not deployable. The Army's intent is to equip units according to their MTOE or TDA. The Army uses mission-essential equipment lists to address broad, urgent warfighting equipment needs and critical requirements beyond normal unit MTOEs and TDAs.

[67] U.S. Department of Defense (DOD), *2022 National Defense Strategy*, 27 October 2022, page 2. Available at: https://apps.dtic.mil/sti/trecms/pdf/AD1183514.pdf.

- **Property Book System.** Property book records must provide a complete trail (suitable for audit) for all transactions. To ensure accountability, traceability, and proper reporting of requirements related to authorized equipment, equipment line-item numbers (LINs) should align with corresponding authorizations and associated support items of equipment (ASIOEs).[68]
- **Shortages on Valid Requisition.** All authorized equipment, including fielded end items of support equipment, should be on valid requisitions, including all required ASIOE to ensure unit equipment on-hand readiness.[69]
- **Identify and Turn-in Excess Equipment.** To enhance overall unit readiness and ensure correct equipment is available in proper locations, turn-in actions should be initiated within 10 days to local supply support activity (SSA) for property determined to be excess. This allows units to account for and maintain only equipment they need, and it makes the equipment available to other units with an authorized need for it.[70]

Equipment Management

Table 4-1. Army major item allocation and distribution process[71]

LEAD	**DCS, G-3/5/7**	**DCS, G-8**	**HQ AMC and ASC**	**PMs and LCMCs**	**USAR and ARNG**	**UNIT**
ROLE	Operational planning	Manage LINs and provide equipping oversight	LMI	Major item manager	Allocation and distribution planning	Major item user
ACTIVITY	Maintain Army-wide priorities	Determine monthly allocation (update quarterly)	Determine distribution plans	Plan and execute fieldings and distribution	Determine distribution plans	Receive major items
TOOL, REPORT, PROCESS	ARFORGEN and DARPL	AE2S	DST	DST, LIW, LMP, and GCSS-A	DST and AE2S	GCSS-A

[68] AR 710-2, *Secondary Item Policy and Retail Level Management*, 1 July 2024, pages 15-33.
[69] AR 710-4, *Property Accountability*, 26 December 2023.
[70] AR 710-2, *Secondary Item Policy and Retail Level Management*, 1 July 2024, pages 34-36.
[71] AR 710–1, *Centralized Inventory Management of the Army Supply System*, 28 November 2016, page 101.

Table 4-1 portrays the Army's allocation and distribution process. There are five management actions, each a separate disposition for materiel that expands from initial authorizations, organizational transfers to unit identification codes, and removal from Army property books. The five equipping foundations are allocations, distributions, redistributions, displacements, and divestitures, as described below:

- **Allocations.** Program managers enter LIN monthly available quantities into the Army Equipping Enterprise System-Modern (AE2S-M). Materiel procurement records and forecasted Army deliveries derive the quantities in the month recorded. HQDA G-8 uses AE2S-M to determine equipment allocation quantities and distribute the LINs across all Army components and other receiving entities, including operational projects, repair cycle float, Army pre-positioned stocks (APS), etc.
- **Distributions.** Organization authorization levels determine the Army's distributed equipment as outlined in several key documents and per Army priorities and senior leader directives, including: MTOEs, TDAs, augmentation TDAs, equipment TDAs, Letters of Authorization (LOAs), Operational Needs Statements (ONSs), Joint Urgent Operational Needs, Joint Emergent Operational Needs, and mission-essential equipment lists.
- **Redistributions.** Redistributions are critical to enhancing equipment readiness within the Army. By moving excess equipment to units with shortages, redistributions create great efficiencies between authorized and available quantities. The Army Sustainment Command (ASC), acting as the lead materiel integrator (LMI) executive agent, oversees the redistribution process. ASC's responsibilities include directing equipment redistribution among Army commands (ACOMs), Army Service Component Commands (ASCCs), and Direct Reporting Units (DRUs), per Department of Defense (DOD) and Army priorities and directives. ASC holds directive authority over the distribution and disposition of excess equipment.
- **Displacements.** Equipment displacement results from Army modernization efforts, which replaces existing equipment with new or improved items. The displaced equipment is either transferred directly to other units that require it or it is turned into Army depots, where it undergoes repair and maintenance before movement to other units that need it. The process enhances overall readiness and effectiveness within the Army and ensures needed equipment gets to identified units as quickly as possible.
- **Divestitures.** The Army divestment process aims to systematically identify and discard excess or obsolete equipment and systems. By doing so, the Army can reduce costs (by reducing and/or removing ongoing sustainment costs associated with maintaining and supporting these items) and enhance its strategic resourcing (by freeing up funds for future operations and modernization efforts). Equipment divestment ensures the Army stays agile and is prepared for evolving challenges.[72]

[72] AR 710-2, *Secondary Item Policy and Retail Level Management*, 1 July 2024, pages 27-30.

MODERNIZATION AND EQUIPPING SYNCHRONIZATION

The Army has multiple processes that synchronize personnel, modernization, readiness, and equipping activities. Two key processes include:

- **Program Objective Memorandum (POM).** A POM is a formal request that outlines how a military department or program intends to allocate resources in alignment with Defense Planning Guidance and serves as a roadmap for resource allocation over the next five years. The POM represents the culmination of the DOD's programming phase within the budget process.[73]
- **Global Force Management (GFM).** GFM is a comprehensive process that integrates force assignment, apportionment, and allocation. It plays a crucial role in ensuring the effective use of U.S. forces across various strategic and operational objectives. GFM provides insights into the global availability of U.S. forces and capabilities, allowing decision makers to assess risks and make informed choices. By following proper procedures, GFM expedites force deployment and enhances overall readiness.[74]

Army-Level Synchronization Conferences

There are three major Army-level synchronization conferences that aim to orchestrate Army personnel, equipment, and readiness. These meetings, held semiannually, bring together leadership from the HQDA staff and four major Army commands to review personnel assignments and qualifications, echelon above brigade training exercises, and equipment fielding and modernization, while resolving friction points for each.

As shown in Figure 4-1, each session feeds successively into forthcoming conferences throughout a year to ensure the Army and its major commands plan appropriately for readiness and modernization activities.

[73] AcqNotes: The Defense Acquisition Encyclopedia, *PPBE Process: Program Objective Memorandum (POM)*. Available at: https://acqnotes.com/acqnote/acquisitions/program-objective-memorandum-pom.
[74] The Lightning Press: Intellectual Fuel for the Military, *Global Force Management (GFM)*. Available at: https://www.thelightningpress.com/global-force-management-gfm/.

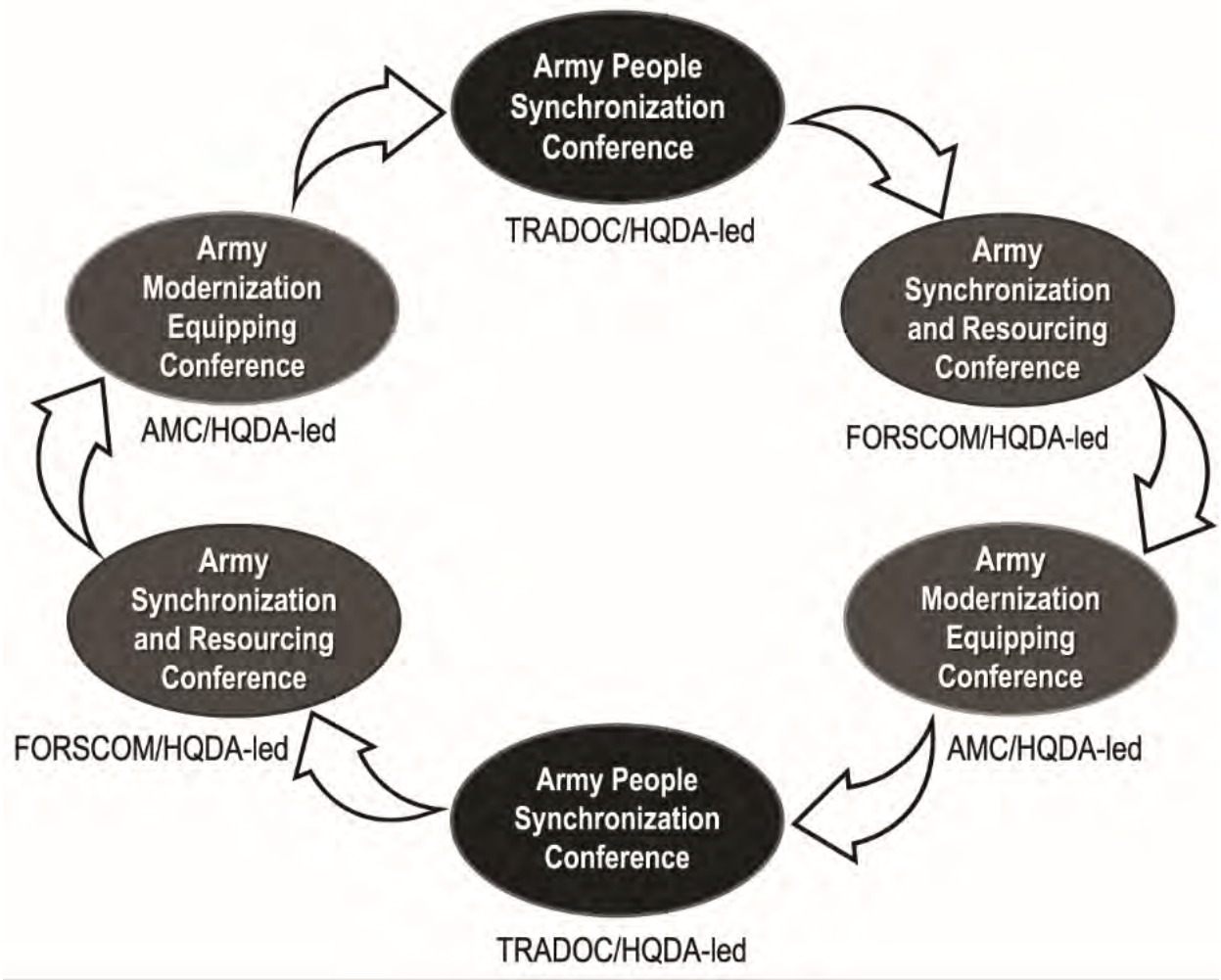

Figure 4-1. Army-level synchronization conferences[75]

Army People Synchronization Conference

The Army People Synchronization Conference is a semi-annual, people-centric conference that nests with recurring Army modernization equipping and resourcing conferences that defines the Army's people enterprise programs and processes and aligns them with the Army's current needs, as well as discussing personnel distribution to support ReARMM.

Army Synchronization and Resourcing Conference

The Army Synchronization and Resourcing Conference is a semi-annual, resourcing-centric conference that nests with recurring Army modernization equipping and people conferences to synchronize Army training and readiness building activities in support of ReARMM through known Army unit demands and directed readiness goals.

[75] Dennis, Richard A., Center for Army Lessons Learned.

Army Modernization Equipping Conference

The Army Modernization Equipping Conference is a semi-annual, materiel-centric conference that nests with recurring Army people and resourcing conferences that synchronizes equipment distribution and displacement across the Army and mitigates readiness challenges based on equipment availability and fielding.

CHAPTER 5
Materiel Fielding

> "Logistics comprises the means and arrangements, which work out the plans of strategy and tactics. Strategy decides where to act; logistics brings the troops to this point."
>
> — General Antoine-Henri Jomini, *The Art of War*, 1838.[76]

This chapter discusses the five primary documents associated with materiel fielding: the memorandum of notification (MON); the materiel fielding plan (MFP); the materiel fielding agreement (MFA); the Department of the Army (DA) Form 5106, *Mission Support Plan* (MSP); and the DA Form 5682, *Materiel Requirements List*. These documents provide the detailed plans and actions the materiel developer (MATDEV) and gaining command (GC) carry out to successfully field and deploy materiel systems, including training and personnel. Detailed instructions for these documents are in Department of the Army Pamphlet (DA Pam) 770-2, *Acquisition Logistics Procedures for Materiel Fielding*, Appendix C, 16 July 2021.[77] Distribution of fielding documentation must be per the Army's total package fielding (TPF) coordination process and the needs of the GC. MATDEVs may use automated processes for fielding documentation and coordination used in the Decision Support Tool (DST) or the Project Management Resource Tool.[78]

FIELDING DOCUMENTS AND COORDINATION PROCESS

A MON is a comprehensive eight-paragraph memorandum written per Army Regulation (AR) 25-50, *Preparing and Managing Correspondence*, 10 October 2020,[79] that begins the materiel fielding process between the MATDEV and the GC. The eight paragraphs include references, intent, milestones, system description and/or uses, receiving units, justification, preliminary distribution plan, and MATDEV points of contact (POCs). The MON serves as the first notification to the GC of the intent to field new equipment. MATDEVs typically deliver the MON approximately two years before the actual fielding.

The MFP is an acquisition program's plan that outlines the steps, actions, and responsibilities involved in the fielding and successful deployment of a fully manned, trained, and supported material system that aligns with all user goals.[80] It outlines the process by which MATDEVs ensure the successful fielding of new or modified equipment to the Army.

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[76] Jomini, Antoine-Henri, *The Art of War*, 1838.
[77] DA Pam 770-2, *Acquisition Logistics Procedures for Materiel Fielding*, Appendix C, 16 July 2021.
[78] Ibid, page 1.
[79] AR 25-50, *Preparing and Managing Correspondence*, 10 October 2020.
[80] AcqNotes: The Defense Acquisition Encyclopedia, *Production, Quality, & Manufacturing: Materiel Fielding Plan (MFP)*. Available at: https://acqnotes.com/acqnote/careerfields/materiel-fielding-plan-mfp.

Data in the MFP originates in other source documents, program documents, and the life cycle sustainment plan. The MFP needs current, complete, and correct information concerning the system fielding. The MFP includes an executive summary and a minimum of eight sections that expand upon the eight paragraphs found in the MON.

The MFA helps coordinate activities between the Army and commercial vendors. MATDEVs typically conduct New Materiel Introductory Briefs (NMIBs) for GCs between 90 and 180 days before the actual fielding processes. Sustainment staff from GCs should attend NMIBs, as appropriate, by echelon based on the specific units receiving equipment. During this briefing, MATDEVs share critical information, including system characteristics (especially any new or unique features), the schedule, responsibilities, and administrative instructions. NMIBs serve as the foundation for detailed planning by the gaining, supporting, and fielding commands. The brief helps them prepare for fielding processes by addressing aspects such as required manpower, deployment locations, and accountability.

MATDEVs prepare and coordinate MFPs with GCs. When minimal or no support challenges exist, a MON may suffice. Supplementary documentation—such as a fielding circular or a fielding bulletin—must cover all the essential aspects found in a standard MFP, though in a more concise form. It must provide enough information to enable the GC to plan, budget, and execute the system's fielding.

MATDEVs deliver draft MFPs no later than 240 days before the award of the full-rate production contracts for developmental systems. For commercial and non-developmental items, MATDEVs must submit draft MFPs at least 170 days before full-rate production contract awards. Deviations from these timelines are acceptable if MATDEVs, GCs, and other organizations that provide support coordinate and agree on them beforehand.

MATDEVs finalize MFPs and provide signed copies per AR 25-50. GCs ensure applicable units and U.S. Army Installation Management Command personnel attend any new materiel introduction briefs or pre-coordination meetings. Additionally, the MFP is incorporated into the life cycle sustainment plan during the Milestone C and full rate production decision reviews.

MFPs offer details on security classification guides; compliance with Occupational Safety and Health Administration (OSHA) 1910.1200, *Hazard Communication Standard*; safety data sheets, and globally harmonized system labels. Additionally, they cover the physical and operational security requirements for all items involved in the fielding effort. The Army Modernization Training Automation System specifically keeps header information related to classified new equipment training (NET) plans within its database.

Separate MFPs must be prepared for each GC, or the MATDEV should have separate appendices that tailor the MFP to each GC. Initial fielding to the training base or to Army pre-positioned stocks (APS) requires a separate MFP or appendices tailoring the basic MFP. To maintain current and comprehensive statuses, MFPs should incorporate the MON and any subsequent agreements resulting from fielding coordination meetings.[81]

[81] DA Pam 770-2, *Procedures for Materiel Fielding*, 16 July 2021, pages 1-3.

Forms

The DA Form 5106 outlines the planned maintenance and supply support structure for newly introduced systems or equipment (See Figure 5-1). DA Form 5106 is the GC's response to the MFP and is provided to the MATDEV. It outlines how the GC intends to support the new materiel, including how the system(s) and/or equipment should be fielded.[82]

MISSION SUPPORT PLAN (MSP)
For use of this form, see DA PAM 770-2; the proponent agency is ASA (ALT)

CHECK ONE ☐ PROPOSED ☐ FINAL

Requirements Control Symbol - CSGLD-1952

1a. PREPARING ORGANIZATION NAME AND ADDRESS	1b. MACOM	1c. MSP NUMBER
		1d. DATE (YYYYMMDD)
1e. POINT OF CONTACT	1f. PHONE DSN/COMM	

2. END ITEM/WEAPON SYSTEM DATA

a. NOMENCLATURE/MODEL	b. NSN	c. LIN
d. PROJECT CODE	e. MTOE/TDA NUMBER	MTOE/TDA EFFECTIVE DATE (YYYYMMDD)

3. USING UNIT DATA (For Distribution of End Items - Class II or III) AND PREPARATION OF FIELDING DOCUMENTS

a. PROPERTY BOOK SYSTEM
☐ a. PBUS-E ☐ b. AMEDDPAS ☐ c. MANUAL ☐ OTHER _____

b. DODAAC / c. MTOE/TDA	d. UIC DESIGNATION	e. PROP BK SYSTEM	f. END ITEM DENSITY (Include ORF)	b. DODAAC / c. MTOE/TDA	d. UIC DESIGNATION	e. PROP BK SYSTEM	f. END ITEM DENSITY (Include ORF)

4. DODAAC AND ADDRESS OF HANDOFF SITE/SUPPLEMENTAL INFORMATION

5. HAND-OFF DATE (YYYYMMDD)	6. DATE MSP RECEIVED BY FIELDING COMMAND(YYYYMMDD)

DA FORM 5106, APR 2022 PREVIOUS EDITIONS ARE OBSOLETE Page 1 of 2
APD LC v1.01

Figure 5-1a. DA Form 5106, Mission Support Plan[83]

[82] DA Pam 770-2, *Procedures for Materiel Fielding*, 16 July 2021, page 2.
[83] DA Form 5106, *Mission Support Plan*, 1 April 2022.

7. SUPPORTING UNIT DATA REQUIRED FOR SUPPORT LIST ALLOWANCE COMPUTATION (SLAC) AND FIELDING DOCUMENTATION PREPARATION (CLASS IX)

a. CL IX SUPPLY SYSTEM
☐ SAMS-E ☐ FLMS ☐ ULLSA-E ☐ SARSS ☐ MANUAL ☐ OTHER _____

b. GEOGRAPHICAL LOCATION
☐ CONUS ☐ EUROPE ☐ PACIFIC ☐ SOUTHERN ☐ ALASKA

c. METHOD OF SUPPORT
☐ DSS ☐ ALOC ☐ NON-DSS

d. DODAAC	e. UNIT DESIGNATION (UIC/CARS)	f. UIC	g. AC RC NG	h. LEVEL OF SUPPORT		i. OST DAYS FROM NEXT HIGHER SUPPLY SOURCE	j. END ITEM DENSITY (Excl. ORF)	k. PROJECT EI ANNUAL USAGE
				FIELD	SUSTAINMENT			

DA FORM 5106, APR 2022

Page 2 of 2
APD LC v1.01

Figure 5-1b. DA Form 5106, Mission Support Plan[84]

[84] DA Form 5106, *Mission Support Plan*, 1 April 2022.

The DA Form 5682 shown in Figure 5-2a through Figure 5-2c is a comprehensive list of every item needed to support fieldings. It distinguishes between items provided by MATDEVs and GCs. MATDEVs may create automated materiel requirements lists that can either go with or replace the DA Form 5682, so all materiel and equipment can be named. It still requires a signature block for acceptance by the GC and the MATDEV.[85]

MATERIEL REQUIREMENTS LIST
For use of this form, see DA PAM 770-2; the proponent agency is ASA (ALT).

Requirements Control Symbol
CSGLD - 1960

A. COMMAND AND CONTROL DATA

1. PM/MATERIAL DEVELOPMENT		2. PRIMARY END ITEM	3. STAGING SITE/HANDOFF LOCATIONS *(Ship to Address)* :
a. POC NAME	b. OFFICE SYMBOL		
c. DSN	d. DATE PREPARED *(YYYYMMDD)*		4. SCHEDULED HANDOFF DATE *(YYYYMMDD)*

5. Type of Fielding (Check One)		ITEM	POC NAME	OFFICE SYMBOL	DSN NUMBER
a. Material System (TPF)		6. Gaining ACOM, ASCC, DRU			
b. Indicate System Level of Complexity Level 1, 2, 3, or 4		7. Brigade			
c. Unit Activation *(TPF-A)*		8. Unit			
d. Unit Conversion *(TPF-C)*					

9. Unit Property/DODAAC	12. Customer Technical Documentation				13. Authorization Documentation	
	a. Retail Supply System Used by Gaining Unit				ITEM	EDATE
10. Level of Support *(Check as appropriate)*	(1) GCSS-A Supply					
a. Field	(2) SARSS-O				a. MTOE #	
b. Sustainment	(3) OTHER					
11. PACKAGE BASE *(For Example: Rqmts.IOEI, Rqmts/bat)*	b. Property Book System Used by Gaining Unit					
	(1) GCSS-A		(4) DPAS		b. TDA	
	(2) PBUSE		(5) OTHER			
	(3) AMEDDPAS					

B. END ITEM DATA ***(List the end item being fielded and all MTOE/TDA/CTA items required for this fielding. If not applicable to this fielding, put N/A.)***

ITEM	TYPE EQUIPMENT	LIN	NSN	MODEL AND NOMENCLATURE	QTY. AUTH./ REQUIRED	QTY. TO BE REQUISITIONED	FIA CODE	AMIM NUMBER
a. END ITEM								
b. ASIOE								
c. OSE								
d. CTA								

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Figure 5-2a. DA Form 5682, Materiel Requirements List[86]

[85] DA Form 5682, *Materiel Requirements List*, 1 April 2022.
[86] Ibid.

C. TMDE, STTE, AND COMMON TOOLS DATA *(List the TMDE, STTE (include Test Program Sets (TPS)) and common tools authorized by this fielding for all MTOE/TDA/CTA equipment. Include primary and alternate NSNs for TMDE, if applicable. If not applicable to this fielding, put N/A.)*

ITEM	TYPE EQUIPMENT	LIN	NSN	MODEL AND NOMENCLATURE	QTY. AUTH./ REQUIRED	QTY. TO BE REQUISITIONED	QTY. AVAILABLE ON HAND	FIA CODE
a. TMDE								
b. STTE (INCLUDE TPS)								
c. COMMON TOOLS								

D. PUBLICATION *(List all publications that apply to the primary for all MTOE/TDA/CTA equipment being fielded. If this is not applicable, so state.)*

NUMBER	TITLE	SOURCE	END ITEM	ISSUE WITH PKG *(Yes or No)*

E. SPECIAL MISSION SETS, KITS, AND OUTFITS DATA *(List the special mission sets, kits, and outfits authorized for the new additional MTOE/TDA/CTA equipment being fielded. This section should list only those SKOs that are not listed in other sections. If this section is not applicable, so state.)*

ITEM	TYPE EQUIPMENT	LIN	NSN	MODEL AND NOMENCLATURE	QTY. AUTH ISSUE	UNIT COST	FIA CODE	END ITEM NSN
a. Special Mission Sets								
b. Kits and Outfits								

F. INITIAL ISSUE SPARE/REPAIR PARTS *(List by DODAAC the computed initial issue spare/repair parts to be provided. If this is not applicable, so state.)*

DODAAC	NSN	NOMENCLATURE	SOS	INITIAL ISSUE QTY.	UNIT PRICE	FIA CODE

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Figure 5-2b. DA Form 5682, Materiel Requirements List[87]

[87] DA Form 5682, *Materiel Requirements List*, 1 April 2022.

G. GAINING COMMAND REQUISITIONING REQUIREMENTS *(List the bulk POL, conventional ammunition, medical materiel, and AAL requirements. If listed elsewhere, MFP, TM, etc., give pecise reference. If previously coordinated, give POC. The requirements listed here are not a portion of total package, but are required to sustain the equipment*

ITEM	TYPE	NSN	QTY.	UNIT OF ISSUE
1. POL/Class III				
2. Ammunition/Class V				
3. Medical/Class VIII				

H. COMSEC REQUIREMENTS DATA *(List all Communication Security Equipment (COMSEC) items. COMSEC will be fielded separately under TPF procedures by USACSLA, Ft. Huachuca, AZ. If not applicable to this fielding, so state).*

COMSEC ITEMS	LIN	NSN	NOMENCLATURE	QTY. ON ORDER	UNIT COST	FIA CODE

I. FIELDING SUMMARY *(If this section is not applicable, so state).*

ITEM	TOTAL NO. LINES	OMA	$ (000) PA	PA2
A. EIWS				
B. ASIOE				
C. OSE				
D. AAL				
E. CTA				
F. TMDE				
G. STTE *(Include TPS)*				
H. Common Tools				
I. Publications				
J. Sets, Kits, Outfits				
K. COMSEC				
L. Spares *(PA2)*				
M. Repair Parts				
N. Grand Total				

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Figure 5-2c. DA Form 5682, Materiel Requirements List[88]

The Department of Defense Form (DD Form) 1348-1A, *Issue Release/Receipt Document*, (or DD Form 1348-2 with attached shipping label) and continuation page are prepared by the supply/shipping activity (See Figure 5-3). These documents are used to select, pack, ship, and receive materiel.

[88] DA Form 5682, *Materiel Requirements List*, 1 April 2022.

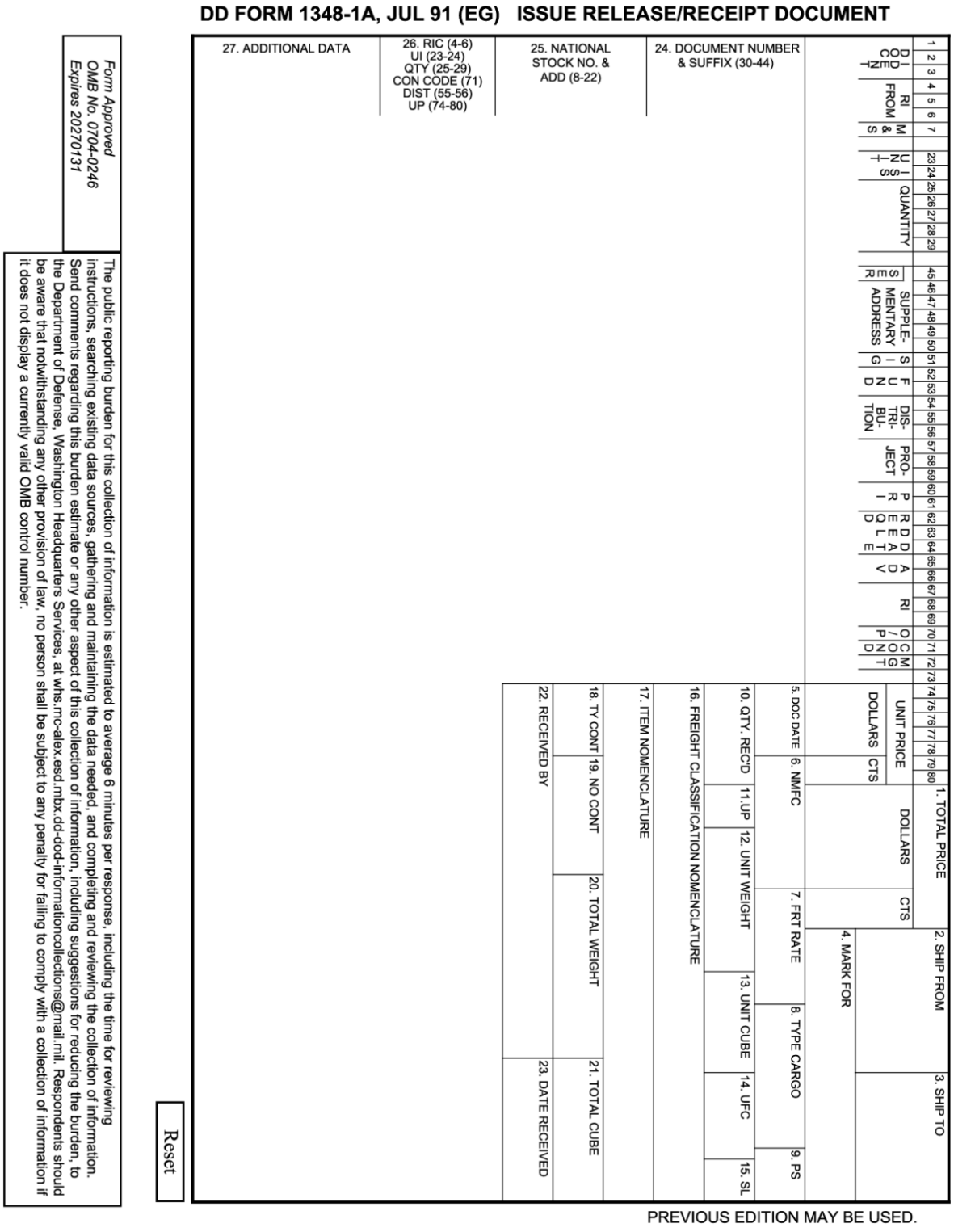


Figure 5-3. DD Form 1348-1A, Issue Release/Receipt Document[89]

[89] Department of Defense Form (DD Form) 1348-1A, *Issue Release/Receipt Document*, July 1991.

Fielding Teams

MFPs and MFAs name requirements for materiel fielding teams (MFTs) and describe the scope of assistance to be provided by MFTs. MFTs do not perform GC functions (described later in this chapter) but do help ensure efficient and effective fielding operations. MFT structures are determined by the complexities of the systems being fielded, assessments of facilities to be used for processing and handoffs, and by the amount of GC-provided assistance.

Specific MFT fielding functions include:

- To gain operational readiness, process equipment that requires partial or complete assembly.
- Conduct a thorough technical inspection before the NET and later issuance of equipment to the GC.
- Perform a joint inventory with the gaining unit's commander or designated individuals and facilitating the transfer and acceptance of property through an approved Automated Property System of Record (APSR) per AR 710-2, *Secondary Item Policy and Retail Level Management,* 1 July 2024.
- Verify of all major unique item identifiers to ensure they are readable and registered. Correct any unique item identifier defects before handoff.
- Take warranty claims processing and equipment improvement recommendations on Standard Form (SF) 368, *Product Quality Deficiency Report*; and DA Form 2407, *Maintenance Request*.
- Prepare and submit an MFT after action review (AAR).

MFTs record any issues, shortages, or deficiencies met during fielding operations for all units. MFT chiefs then compile MFT AARs and provide them to gaining units within 30 days of the fielding process completions.

APS deployment that requires MFTs is carried out at the APS location whenever possible. MATDEVs handle the fielding process unless alternative arrangements are agreed upon.[90]

TOTAL PACKAGE FIELDING

TPF is the Army's standard method for equipping Army units with new or improved materiel systems and their associated support materials all at once. This process involves consolidating the materiel into unit-level packages and coordinating the handoff of end items and related support materials.[91] Figure 5-4 depicts the Army's TPF coordination process.

[90] DA Pam 770-2, *Procedures for Materiel Fielding*, 16 July 2021, pages 3-4.
[91] Ibid, page 39.

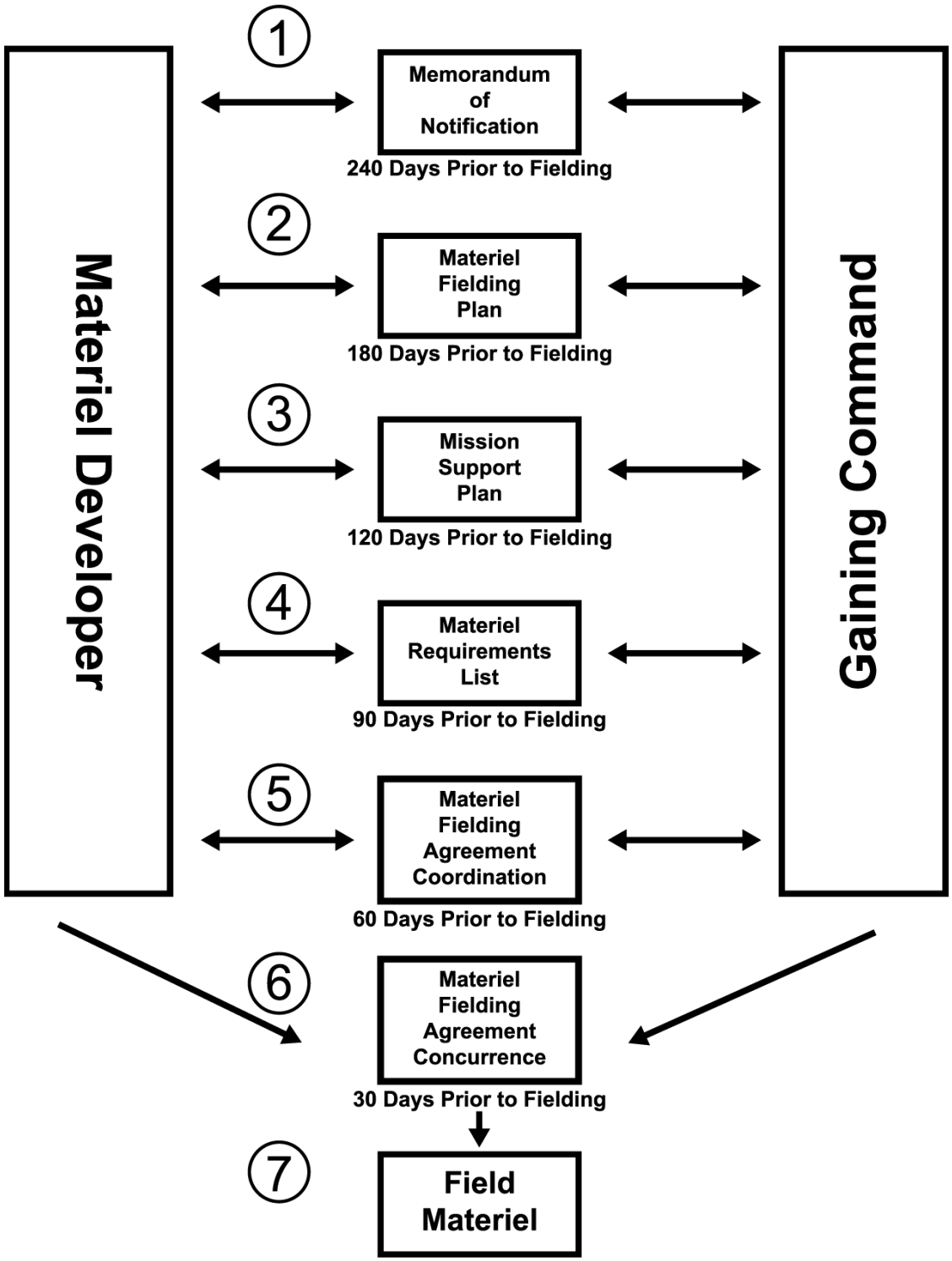


Figure 5-4. Total package fielding process flow and timeline[92]

[92] DA Pam 770-2, *Procedures for Materiel Fielding*, 16 July 2021, page 3.

Notes on Figure 5-4:

Step 1: Materiel developer notifies the GC of a new materiel fielding.
Step 2: Materiel developer provides the initial materiel fielding plan to the GC.
Step 3: GC provides DA Form 5106 (Mission Support Plan) to the materiel developer.
Step 4: Materiel developer provides the DA Form 5682 (Materiel Requirements List) to the GC.
Step 5: Materiel developer provides the materiel fielding agreement to the GC.
Step 6: Materiel developer and GC concur with the materiel fielding agreement.
Step 7: Materiel is fielded.

Coordination Process

MATDEVs, rather than GCs, budget for and provide the new or modified systems and their initial support. The steps needed to achieve TPF vary depending on the system's complexity and the specific TPF category for fielding. Table 5-1 provides a listing of MFP and TPF coordination offices.[93]

Table 5-1. Materiel fielding coordination offices[94]

Organization	Mailing Address
Headquarters, Department of Army (HQDA)	U.S. Army TPF Policy Proponent (SAAL – LP) 2530 Crystal Drive, Arlington, VA 22202
Headquarters (HQ), U.S. Army Forces Command (FORSCOM)	HQ, FORSCOM, Chief Requirements Integration Division (AFOP – FM), 4700 Knox Street Fort Liberty, NC 28310 – 5000
HQ, U.S. Army Training and Doctrine Command	ATBO – HS, 661 Sheppard Place Fort Eustis, VA 23604 – 5700
HQ, Army Materiel Command	Chief, Equipment Readiness and Integration Branch (AMCOP – S) 4400 Martin Road Redstone Arsenal, AL 35898
HQ, U.S. Army Aviation and Missile Command	AMSAM – MRE Redstone Arsenal, AL 35898 – 5230
U.S. Army Communication-Electronics Command Life Cycle Management Command (CECOM LCMC)	AMSEL – LC – RE – FM Aberdeen Proving Ground, MD 21005
U.S. Army Tank and Armament Command-LCMC	AMSTA – LC – LF, 6501 E. 11 Mile Road Warren, MI 48397 – 5000
401st Army Field Support Brigade (AFSB)-U.S. Central Command	ASSW – CO, accountable property officer (APO), AE 09366

[93] DA Pam 770-2, *Procedures for Materiel Fielding*, 16 July 2021, page 4.
[94] Ibid, pages 4-6.

402nd AFSB – U.S. Indo-Pacific Command (INDOPACOM)	ASHI – CO, 512 Palm Circle Drive, Building T – 118 Stop 5, Fort Shafter, HI 96858 (INDOPACOM area of responsibility inclusive of AK and HI)
403rd AFSB-Korea	ASKO – CO, Unit 15016, APO, AP 96218
404th AFSB Joint Base Lewis-McChord	404th AFSB Joint Base Lewis-McChord, WA 98443 – 9500 (Western U.S., AK, and HI)
405th AFSB-U.S. European Command & U.S. Africa Command	ASEU – CO, Unit 29704, APO, AE 09054 – 9704
407th AFSB	ASCW – CO, 89010 Tank Destroyer Blvd, Fort Hood, TX 76544 – 5073 (Soto Cano, Honduras, and Fort Buchannan, Puerto Rico)
HQ, U.S. Army North	2108 Wilson Way JBSA–Fort Sam Houston, TX 78234
HQ, U.S. Army Pacific (USARPAC)	USARPAC (APLG – MMS), Bldg T-01, Room 1113 Fort Shafter, HI 96858 – 5100
HQ, U.S. Army South Command	G-3 FMD JBSA–Ft. Sam Houston, TX 78234
HQ, U.S. Army Recruiting Command, G-3 (AEOP-FMD-F)	Unit 29351, Box 101 APO AE 09014
HQ, U.S. Army Corp of Engineers	CELD 441 G Street NW Washington, DC 20314 – 1000
HQ, Eighth U.S. Army	ACofS G4 (EAGD – SO – MI) Unit 15236 APO AP 96205 – 0009
HQ, Logistics Assistance Office–Pacific	AMXLS Fort Shafter, HI 96858 – 5400
United States Army Intelligence & Security Command	G-3 FM 8825 Beulah Street Fort Belvoir, VA 22060 – 5246
United States Army Installation Management Command	Logistics Branch (IMPW – L), G-4 HQ, U.S. Army Installation Mgt Command 2405 Gun Shed Rd, Bldg 2261, Rm 2 – 54 Joint Base San Antonio, TX 78234 – 1223
United States Army Criminal Investigation Command	G-4 Russell Knox Building 27130 Telegraph Road Fort Belvoir, VA 22134 – 2253
Special Operation Command (USSOCOM)	Special Operations Research, Development and Acquisition Center J4 – M 7701 Tampa Point Boulevard MacDill AFB, FL 33261 – 5323
United States Army Special Operations Command (USASOC)	DCS, G-4 (AOLO – SS), Bldg E2929 Fort Liberty, NC 28310
United States Army National Guard	NGB – ARQ 111 South George Mason Drive

	Arlington, VA 22204 – 1382
United States Army Network Enterprise Technology Command	NETC – LO 2133 Cushing Street Fort Huachuca, AZ 85613 – 7070
United States Army Reserve Command	ARRC – FDS – M HQDA, OCAR (DAAR – LO) Washington, DC 20310 – 2414
United States Army Medical Research and Development Command (FCMR – AC)	693 Neiman Street Fort Detrick, MD 21702 – 5022
United States Army Medical Logistics Command (AMML – LG)	MCMR – MMO – SF Fort Detrick, MD 21707 – 5001
United States Army Corrections Command	2800 Army Pentagon OMPG/RM DIV Washington, DC 20310 – 2800
United States Army Military District of Washington	103 3rd Avenue Fort Lesley J. McNair, D.C., SW Washington, DC 20024

The Materiel Requirements List Coordination Package

DA Form 5682, *Materiel Requirements List*, provides detailed information about specific equipment that MATDEVs should field with end items. MATDEVs may generate an automated materiel requirements list to either accompany or replace DA Form 5682 so all materiel is properly identified. Both formats require signature blocks for acceptance by the GC and the MATDEV.

MATDEVs submit DA Form 5682 to GCs, naming all items to be provided, including:

- Primary system and associated basic issue items
- Conventional ammunition (Class V) (see AR 5-13, *Army Munitions Requirements*, Prioritization, and Authorizations Management Policy)
- Associated support items of equipment (ASIOE) and associated basic issue items
- Organizational support equipment and deployable common table of allowances (for unit activation and conversions)
- Test, measurement, and diagnostic equipment
- Special tools and test equipment
- Initial issue spare and/or repair parts
- Special mission kits and outfits
- Equipment technical publication (starter set)

GCs provide the following:

- Communication security requirements
- Petroleum and chemicals (Class III, bulk and packaged)
- Medical materiel requirements (Class VIII)
- Additional authorization list items
- List of recommended field and sustainment reparable spares and related shop stock requirements to support the maintenance mission

- List of limited procurement items needed (The GC provides these items unless specifically negotiated with the MATDEV and outlined in the MFA)

MATDEVs prepare DA Form 5682 for coordination and concurrence with GCs at the proper times. The coordination substantiates fielding requirements and names any fielding shortages. As part of the DA Form 5682 coordination process, GCs receive a final copy of the agreed upon form.

MATDEVs develop a supplemental DA Form 5682 when there are changes to the receiving units' modified tables of organization and equipment (MTOEs) between the signing of the initial DA Form 5682 and the day-of negotiated handoff. Handoff of the materiel on the supplemental DA Form 5682 occurs once the equipment becomes available.

MFTs conduct coordination and introductory briefings either through in-person visits or video teleconferences (which are mandatory for acquisition category programs at levels I and II). Alternatively, MFTs can carry out the briefings via written communication with the responsible GC personnel. When necessary, coordination meetings between the MATDEVs and GCs occur 210 days before the handoff date, or at a mutually convenient time.

The U.S. Army Communications Security Logistics Agency (CSLA) serves as the Army commodity manager for all communication security (COMSEC) materiel because of coordination with the project director COMSEC and GCs. CSLA develops and provides classified COMSEC materiel separately and ships it to designated COMSEC accounts. CSLA ships controlled cryptographic items and other unclassified COMSEC materiel to GC staging areas and secures it as sensitive materiel pending handoff to designated property book accounts.

Lesson/Best Practice

MATDEVs often employ retired military or prior service personnel who have experience on the types of equipment the companies are researching and developing, producing, and fielding for the Army. These personnel serve as subject matter experts on the tasks Soldiers will perform with the equipment and the capabilities they expect the equipment will have. As former Soldiers themselves, these individuals know how Soldiers think and prove effective on how to best train today's Soldiers for the new equipment they are about to receive.

Gaining unit property book officers (PBOs) obtain COMSEC and/or controlled cryptographic items from the unit's COMSEC account manager. PBOs accept the APSR materiel issue from MATDEVs, including the unique item identifier transfer. If any issues arise with the unique item identifier, PBOs should contact MATDEVs for resolution.[95]

[95] DA Pam 770-2, *Procedures for Materiel Fielding*, 16 July 2021, page 6.

TOTAL PACKAGE FIELDING PROCEDURES

MATDEV actions to ensure successful TPF include:

- Coordinating with GCs quarterly on all planned fieldings over the next two years.
- Coordinating with the appropriate supporting command (Army Sustainment Command [ASC] and Army field support brigade [AFSB]) once an MFA is in place to establish staging sites outside the continental United States [OCONUS]).
- Providing disposition instructions for any TPF materiel that has been at unit materiel fielding points or staging sites for more than a year (this can be as simple as directing it to the depot mission stock because of fielding completion).
- Providing a DA Form 5682 to the GC no later than 90 days before the first unit equipped (FUE) date and at least 30 days before a planned DA Form 5682 coordination meeting.
- After the DA Form 5682 "scrub" with the GC, informing the Defense Logistics Agency (DLA) or the relevant contractor location about the package build and the anticipated release dates.
- Requisitioning all end items, including ASIOE; Test, Measurement, and Diagnostic Equipment; authorized stockage list Class VIII (medical materiel) and/or Class IX (repair parts); and a starter set of technical publications (provide a copy of all Class II [clothing], Class III [petroleum, oil, and lubricants], and Class VII [major end items] requisitions to the GC PBO within 30 days of delivery or handoff).
- Establishing and maintaining accountability and visibility records for all assets until handoff.
- Coordinating with the project director, COMSEC, and the GC to ensure that COMSEC fielding is arranged appropriately. Establishing designated COMSEC accounts to receive any necessary classified COMSEC material.
- Coordinating with the U.S. Army Test, Measurement, and Diagnostic Equipment Activity for load testing, calibration requirements, and NET personnel as needed. For medical NET personnel, coordination is handled through the U.S. Army Medical Agency NET manager.
- Coordinating with the GC and relevant commodity managers to ensure sufficient availability of Class V (ammunition), bulk Class III, and Class VIII supplies. This coordination occurs concurrently with the MATDEV providing the draft MFP to the GC and other supporting organizations.
- Coordinating a joint supportability assessment with the GC at least 90 days before OCONUS fielding. This includes:
    - Advising the GC of the fielding fill percentage, identifying any back-ordered items, and giving their expected date of availability.
    - Providing a list of items that are not available, as well as those required outside of the Dynamic Army Resource Priority List, for the GC's review and redistribution decision.
    - Obtaining GC call forward concurrence before transferring any materiel to a GC facility. Communicating to the GC the scope and duration of services provided by the MATDEV before, during, and after fielding to ensure user satisfaction.
    - Assembling an appropriate MFT to deliver the agreed-upon support and services.

- Providing the document number for all unavailable items and submitting requisitions through the MATDEV and DLA to ensure free issue of items to the GC if a follow-on package is not planned.
- Confirming handoff schedules, locations, and required support with the staging sites and gaining units.
- Allocating space and resources for logistics assistance representatives and Life Cycle Software Engineering Center field support personnel to participate in NET operator and maintenance training as needed.
- Providing the NET activity a support package, including end items; major assemblies; spare and/or repair parts; special tools; Test, Measurement, and Diagnostic Equipment; and technical manuals (TMs). The package aligns with the NET plan, ensuring prompt and effective training per AR 350-1, *Army Training and Leader Development*.
- Provide shipping instructions to unit materiel fielding points, staging sites, storage depots, and contractors as appropriate. When systems must be installed, the MATDEV ships to the site of installation.
- Ensuring materiel release is approved before issuing equipment to gaining units.
- Processing, inventorying, handing off, and conducting NET.
- Executing NET function in close coordination with TPF actions.
- Ensuring all master component lists are provided to the unit before handoff.
- Processing materiel systems to ensure they are operationally ready at handoff.
- Conducting materiel joint inventories with users before handoff and documenting all shortage items owed to users.
- Processing receipts for materiel within the appropriate APSR before issuing all end items and secondary items; and assisting GCs to ensure establishment of user receipts, asset accountability, and visibility for all TPF materiel.
- Providing an initial collection of technical publications, as agreed upon with the GC and outlined in DA Form 5682 as follows:
  - The MATDEV requests a starter set of publications through Logistics Data Analysis Center, Redstone Arsenal, AL 35898.
  - Logistics Data Analysis Center sends the request to Army Publishing Directorate (APD).
  - The TPF organization uses the budget line-item number (LIN) within the appropriate procurement allocation to fund locally reproduced equipment publications for the starter set when these publications are unavailable through standard publication supply channels.
- Monitoring, analyzing, and summarizing initial fielding discrepancies and deficiencies by:
  - Receiving unit’s identification code and support unit Department of Defense Activity Address Code (DODAAC).
  - End item national stock number (NSN).
  - MATDEV.
  - Geographical area and GC.
- Collaborating with the supporting command and GC to guarantee that NET requirements for all systems participating in the fielding process are effectively coordinated and fulfilled.

- Monitoring the status of TPF involves tracking shortages until they are resolved or until the gaining unit no longer needs the specific item.
- Ensuring any discrepancies noted in transaction reports, specifically DD Form 361, *Transportation Discrepancy Report*, are properly submitted through the designated channels upon receipt at staging areas or handoff points and are adequately summarized in MFT AARs.
- Preparing and submitting Quality Deficiency Reports and equipment improvement recommendations from various stages, including processing, handoff, and NET and then summarizing them in MFT AARs.
- Requesting and documenting all necessary repairs and fixes required during processing, handoff, and NET. (The maintenance tasks should be summarized in the MFT AAR. The MATDEV is responsible for funding all repairs and fixes during these stages.)
- Ensuring that all backordered TPF shortages are validated with the GC within one year after package handoff.
- Forwarding copies of all materiel fielding AARs to the GC and program executive officer.[96]

ACTIONS

Gaining and Supporting Commands

The GCs described in this chapter should be one of the following entities: an Army Command (ACOM), Army Service component command (ASCC), Direct Reporting Unit (DRU), a federal agency, or a foreign government. Entities such as the Army Materiel Command's (AMC's) Life Cycle Management Commands (LCMCs), the DLA, the General Services Administration (GSA), and other Armed Services and Federal agencies that offer materiel support to the MATDEV are recognized as supporting commands.[97]

Gaining Command

The following actions by GCs (along with the functions identified in AR 770-2) ensure a successful TPF:

- Validate the latest approved MTOE and Table of Distribution and Allowances (TDA) for gaining units at least 240 days before FUE dates and assist MATDEVs in determining end items authorized by the system being fielded.
- Review DA Form 5682 coordination packages and sign DA Form 5682.
  - Identify any non-issued items to be resolved before the joint supportability assessment.
  - Verify all DODAACs receiving materiel version of retail accounting system is used by each DODAAC.

[96] DA Pam 770-2, *Procedures for Materiel Fielding*, 16 July 2021, pages 7-8.
[97] Ibid, page 8.

- Provide a complete and accurate DA Form 5106 depicting the distribution of the materiel and the GC maintenance and supply structure. Identify the unit identification code (UIC) and DODAAC for the recipients of operational readiness float assets and for repair cycle float assets.
- Requisition all materiel that the GC handles on the DA Form 5682.
- Perform a joint supportability assessment with the MATDEV to determine if the GC is prepared for the fielding.
- Receive, catalog, and safeguard equipment in anticipation of the MFT arrival.
- Provide Soldiers (including operators and maintainers) for NET classes, as stipulated in the MFA.
- Conduct joint inventories with MATDEVs.
  - Acknowledge receipt using DD Form 1348-1, *Issue Release/Receipt Document*; DD Form 1150, *Request for Issue/Transfer/Turn-In*; DA Form 3161, *Request for Issue or Turn-In;* and DA Form 2062, *Hand Receipt/Annex Number* per AR 710-2.
  - MATDEVs may use APSR-generated supply documents, such as the Logistics Modernization Program's smart form instead of traditional DA or DD Forms.[98]
- Complete turn-in and redistribution of excess assets per the ACOM guidance.
- Initiate or update technical publications accounts at https://armypubs.army.mil (Order/Subscriptions) outlined in AR 25-30, *Army Publishing Program*.
- Request NET funds needed to bring Soldiers on Title 32 U.S. Code (32 USC) Active-Duty Operational Support orders (Army National Guard only).
- Accept environmental, safety, and occupational health documentation, including safety data sheets with globally harmonized data during materiel handoff.[99]

Supporting Command

Supporting commands include AMC, DLA, GSA, and other services and federal agencies that provide materiel support but are not the MATDEV. Supporting command fielding actions include:

- Providing input to MFPs and ensuring that MFAs are established between GCs and MATDEVs before offering any TPF assistance.
- Informing MATDEVs of supply availability for all materiel in support of fieldings.
- Computing and transmitting initial issue support lists to the MATDEV at least 280 days before fielding. Supporting commands ensure relevant stakeholders attend coordination meetings and other agreed upon events in support of TPF and NET.
- Providing materiel and maintenance support per the MATDEV MFA.[100]

[98] DA Pam 770-2, *Procedures for Materiel Fielding*, 16 July 2021.
[99] Ibid, pages 8-9.
[100] Ibid, page 9.

SUPPLY SUPPORT

Master Component List

The master component list, which includes the component of end item (COEI), basic issue item, and an Additional Authorization List (AAL) is essential for all materiel fieldings. The MATDEV creates the electronic component list and publishes it in the APSR through the Logistics Product Data Store. This list is then confirmed within the APSR by MATDEV, the PBO, and the GC during the handoff process.[101]

Processing Requisitions

The supply source processes TPF requisitions according to the uniform materiel movement and issue priority system and furnishes the normal supply and shipment status indicated by the media and status code. Assets requisitioned for TPF are associated with ownership purpose code 9 and applicable system project codes on MATDEV accountability records. These assets should not be released to fulfill other requirements.[102]

Materiel Consolidation and Shipment (within the continental United States [CONUS])

MATDEVs coordinate with DLA, assigned UMFPs, and staging sites to facilitate consolidation, packaging, shipment, staging, and handoff of all TPF materiel. Surface transportation is used for shipping materiel. Follow-on shipments required for initial handoffs that do not reach fielding sites may be shipped by air. Remaining follow-on packages will use surface transportation.[103]

Technical Publication Procedures

As part of TPF, MATDEVs offer initial collections of authenticated publications. These starter sets include two copies of each publication and are issued to the user (unit) at the field maintenance level. Publications included in the starter set for each DODAAC are outlined in the materiel requirements list. Starter sets usually include the following:

- Operator's manuals and/or a crew checklists
- Lubrication orders
- Supply catalogs under "Sets Kits Outfits Online" in "Electronic Sets, Kits, and Outfits"
- Repair parts and special tools lists
- Hand receipts
- Appropriate operator and/or maintenance electronic TMs or interactive electronic TMs

MATDEVs annually assess the publications needed to support planned TPF. These requirements are coordinated with the Logistics Data Analysis Center (LDAC) and APD.

[101] DA Pam 770-2, *Procedures for Materiel Fielding*, 16 July 2021.
[102] Ibid.
[103] Ibid.

The MATDEV provides necessary authenticated equipment publications using local reproduction services after coordinating through the designated equipment publications control officer. This is done only when equipment publication control officers decide that publications cannot be printed in time to meet FUE dates for the first commands to be fielded. Refer to AR 25-30 for further details on printing provisions and restrictions.

When official DA publications exist but are not available from the Army Publishing Directorate (APD), MATDEVs request that equipment publication control officers obtain the needed copies through local reproduction services. When forecasting requirements for commercial and non-developmental items, MATDEVs and LCMCs arrange for technical and equipment elements to evaluate manufacturers' publications using MIL-PRF-32216 before signing production contracts to determine whether manufacturers' publications are usable and adequate to support commercial and non-developmental items. If so, evaluations also identify any supplemental materials that must be contracted for. If not adequate, MATDEVs prepare or procure the required technical publications that meet appropriate military specifications. Refer to AR 25-30 for further details on commercial manuals.

GCs submit publication requests. The APD is the primary means of obtaining DA publications (including initial issue quantities for new systems and subsequent updates or changes). GC personnel can submit publication requests through the Army Publishing Directorate (APD) website at https://armypubs.army.mil/. The requisition statuses are automatically provided.[104]

STAGING

Consolidation and Staging

Staging, processing, and handoff coordination requirements are completed, as required, within CONUS and OCONUS staging sites. CONUS staging sites are determined by the specific area being supported. Army depots and installations are used to meet fielding and storage needs, as necessary.

AMC operates several central staging sites throughout the European and Pacific regions to facilitate TPF OCONUS. These OCONUS staging sites track materiel shipped overseas, leading to a significant reduction in lost items. Beyond mitigating the risk of materiel loss, the staging operations also offer essential administrative support for MFTs and NETs. Their services encompass office space, training classrooms, secure storage, processing facilities, and other necessary amenities. All services provided to MATDEVs are on a reimbursable basis. These staging sites include:

- The Germersheim Army Depot accommodates U.S. Army Europe's New Equipment Staging Activity. The staging, processing, and handoff sites in U.S. Army Europe vary and must be individually coordinated because of units extended geographic locations.

[104] DA Pam 770-2, *Procedures for Materiel Fielding,* 16 July 2021, pages 9-10.

- The 403rd AFSB in the Republic of Korea has two staging sites. The AFSB support operations officer can confirm that the two sites are available. Annual workload projections should also be provided to and coordinated with the AFSBs to ensure seamless logistics operations.
- U.S. Army Pacific's staging, processing, and handoff sites vary and require individual coordination because of their limited availability and continuous use by the Regular Army, U.S. Army Reserve, and Army National Guard units.[105]

Unit Material Fielding Point

GC transportation officers at applicable echelons provide transportation, shipping, and staging site (if applicable) information to MATDEVs and to their gaining units. MATDEVs ensure that the equipment received is entered into proper MATDEV APSR accounts.

Before GCs receive materiel at UMFPs, they must check for damage, quantity discrepancies, and proper documentation or identification per local standard procedures. Receipts must include OSHA Safety Data Sheets and Globally Harmonized System labels for the materiel to be entered into the APSR. GCs store equipment in designated locations for its units. The equipment should not share space with other mission stock.[106]

Staging Site

GCs perform all functions and tasks related to the receipt, transporting, storing, palletizing, packaging, sorting, and segregating of incoming TPF shipments, including the following tasks:

- All cargo from commercial and government carriers must be unloaded and documented in transit control and movement documents within 24 hours of arrival at the staging site.
- Report any materiel physical damage within 24 hours of receipt to the MATDEV or the MFT chief (if it is an MFT-managed site). Fill out and promptly submit all appropriate discrepancy reports, specifically the SF 364, *Report of Discrepancy*, through proper channels.
- Verify the bill of lading, inventory the multi-pack containers, and repack, as necessary for storage, processing, and materiel issuance.
- Organize and categorize equipment by unit and supply the MFT chief with the status update and a packing list.
- Issue equipment as directed by the MFT chief.
- Execute or support handoff processing to put equipment in 'operational use' condition as previously agreed on in the MFP.[107]

[105] DA Pam 770-2, *Procedures for Materiel Fielding*, 16 July 2021, page 10.
[106] Ibid.
[107] Ibid, page 11.

Direct Shipment

MATDEVs schedule non-centrally staged end items with the Surface Deployment and Distribution Command (SDDC) and ship to gaining units per standard transportation policy. For OCONUS shipments, notification to SDDC is required six months before movement. Coordination with gaining units ensures proper receipt and accountability of TPF end items directly shipped to those units. An agreed-upon consolidation point facilitates joint inventory and handoff for receiving materiel (specifically, Class IX items and publications). AMC staging sites for GC supply support activity (SSA) locations may vary based on commodity and end items. Regardless of location, MATDEVs cover transportation costs to materiel handoff sites.[108]

Joint Supportability Assessment and Call Forward

Under TPF, joint supportability assessment coordination meetings address all issues identified during DA Form 5682 coordination meetings. Subsequently, no later than 60 days before the CONUS and 90 days before the OCONUS FUE dates, MATDEVs and GCs coordinate and approve final fielding and handoff schedules.

GCs report their readiness to conduct fieldings and agree that projected materiel fill percentages, end item availability, personnel, and facility support are adequate to conduct the scheduled fieldings. Either the MATDEVs and GCs agree on the final FUE dates, or they schedule new dates for joint supportability assessment.

Joint supportability assessments encompass the full spectrum of requirements for deployment, including materials, staff, facilities, documentation, and training. Insights from pipeline reports in the Logistics Information Warehouse, along with past coordination efforts and reports, inform the necessary corrective and preparatory measures to ensure the systems' comprehensive supportability.

Before transporting equipment to staging or handoff sites, MATDEVs and GCs discuss and agree on all necessary processing, inventory, and handoff specifics.[109]

Unit Set Fielding

Unit set fielding is a methodical and coordinated approach that emphasizes deploying a fully integrated operational capability through the implementation of a system of systems configuration. Unit set fielding does the following:

- Changes from fielding "stand alone" systems to "systems of systems" configured in integrated unit sets.
- Synchronizes processes to ensure integrated fielding of systems of systems is achieved to give the unit a full operational capability.
- Supports modernizing a unit while minimizing disruptions to unit readiness.

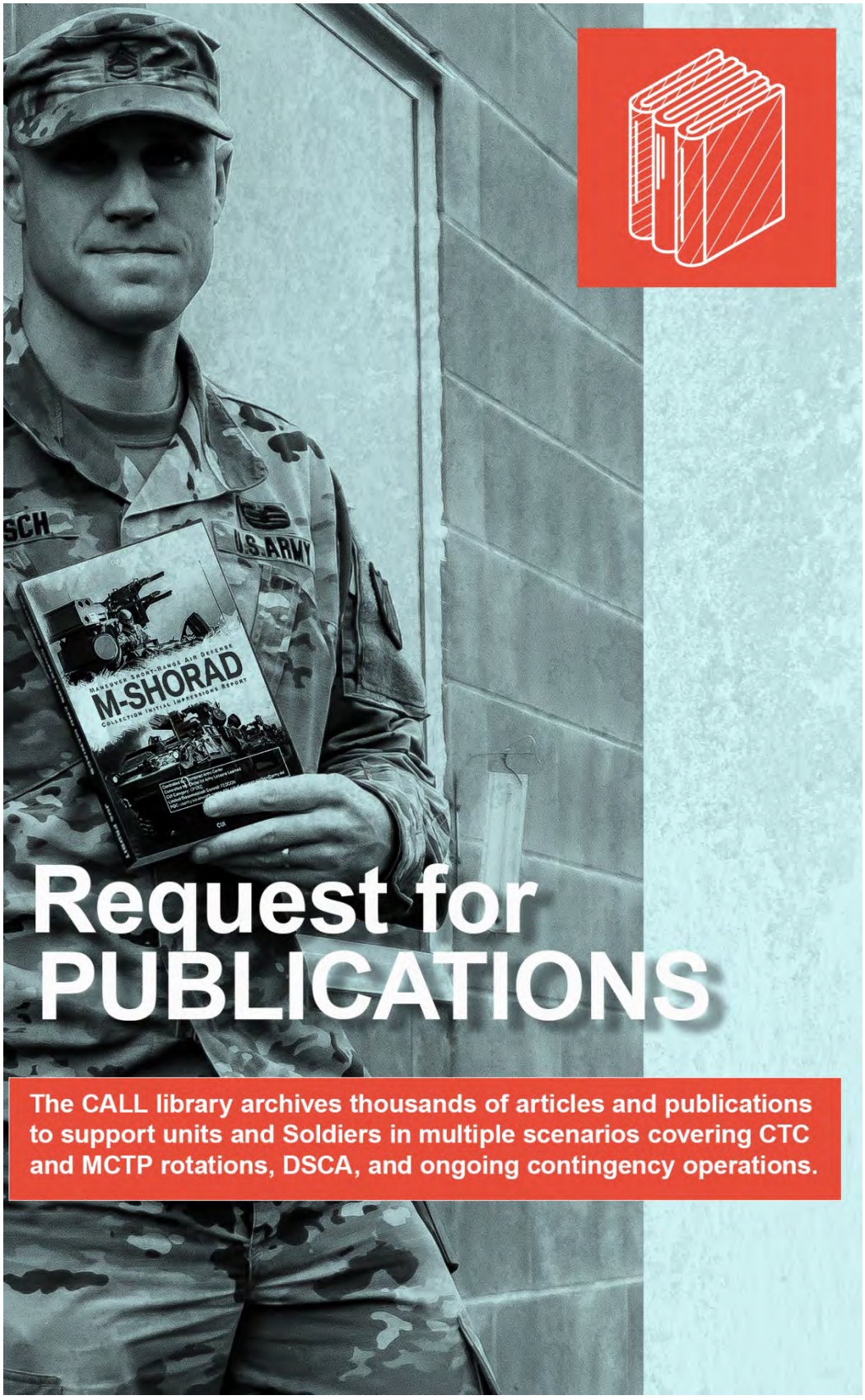
[108] DA Pam 770-2, *Procedures for Materiel Fielding*, 16 July 2021.
[109] Ibid.

- Ensures comprehensive integration and the presence of all necessary components during fielding, including major end items, digital hardware and software, support facilities, training aids, devices, simulators, simulation resources, personnel, and ASIOE.
- Integrates the corresponding installation infrastructure, training base, and training center required for modernization success.
- Does not replace TPF and other materiel fielding processes, instead it capitalizes on the strengths of these programs to discipline unit modernization.
- Is sequenced per Army operational priorities.[110]

Maintenance

MATDEVs ensure all equipment requiring field-level maintenance is included in maintenance master data files housed at the AMC LDAC before fielding.[111]

[110] DA Pam 770-2, *Procedures for Materiel Fielding*, 16 July 2021.
[111] Ibid.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The CALL library archives thousands of articles and publications to support units and Soldiers in multiple scenarios covering CTC and MCTP rotations, DSCA, and ongoing contingency operations.

CHAPTER 6
Transfers and Redistribution

> "Only a commander who understands logistics can push the military machine to the limits without risking total breakdown."
>
> — Major General Julian Thompson, UK Royal Marines[112]

MAXIMIZE BENEFITS FOR THE ARMY

Materiel transfers and redistribution encompass various scenarios, including intra- and inter-command activities. These involve commands such as Army commands (ACOMs), Army Service component commands (ASCCs), and Direct Reporting Units (DRUs). The processes covered include:

- End item transfers governed by Army Regulation (AR) 770-2, *Materiel Fielding,* 16 July 2021[113]
- Redistribution of excess and replaced end items governed by AR 710-2, *Secondary Item Policy and Retail Level Management,* 1 July 2024[114]
- Fielding of major weapon systems and support from one command to another, even if the receiving command has never used the system
- Displacement (cascading) of equipment fielding using total package fielding (TPF) methods (Note: this can be more complex than introducing new systems)
- Effective coordination

Effective coordination is essential during transfers involving entities such as the Headquarters, Department of the Army (HQDA), Deputy Chief of Staff (DCS), and the G-8, national inventory control point, and regarding communication between the losing and gaining commands (GCs). This comprehensive approach ensures efficient management and use of materiel across various commands and scenarios.[115]

Transfers and Displaced Equipment Fielding

Provisions and Restrictions – The following provisions and restrictions apply before engaging in fielding activities or transferring displaced equipment:

- Materiel Developers (MATDEVs) coordinate and confirm fielding dates using the Decision Support Tool (DST) while the U.S. Army Materiel Command (USAMC), performing as the lead materiel integrator (LMI), posts the proposed sourcing decision in the Army Synchronization Tool.

[112] Major General Julian Thompson, UK Royal Marines.
[113] DA Pam 770-2, *Procedures for Materiel Fielding*, 16 July 2021, page 12.
[114] AR 770-2, *Materiel Fielding*, 16 July 2021.
[115] AR 710-2, *Secondary Item Policy and Retail Level Management*, 1 July 2024.

- The TPF process is mandatory unless waived by the DCS; G-8; or commanding general, USAMC.
- Materiel distribution and redistribution occurs according to authorized levels, as specified in approved authorization documents, Army priorities, and directives from senior leaders.
- USAMC, acting as the LMI, facilitates the turn-in or transfer disposition process for displaced equipment via the DST. The DST then communicates the disposition details to the relevant losing activity.
- Disposition instructions for each serial-numbered item will be furnished to the MATDEV through the DST.[116]

Equipment Transferred – Equipment that is transferred between commands and is designated for Army pre-positioned stock (APS), sustainment stocks, or storage below the national level, must adhere to the following specified requirements:

- Army's maintenance standards.[117]
- Scheduled services are performed if 90 percent or more of the service interval has expired.
- Equipment will be inspected by losing commands a minimum of 120 days before transfer dates.
- Preventive maintenance checks, services, and inspection results will accompany materiel.
- Artillery and tank cannons will have at least 75 rounds of effective full charge remaining at transfer date.
- Equipment accepted for depot overhaul via the combat vehicle evaluation program will not be transferred between commands.
- All end item components and basic issue items will be included in materiel transfers.
- Transferring communication security equipment between commands requires approval from the Project Director Network Enabler.

Materiel Transfers – Equipment transferred between commands must meet the following requirements:

- Requisitions for repair parts with estimated delivery dates on or beyond the transfer date will be canceled.
- Appropriate funds for the repair parts will be transferred to USAMC.
- Unresolved field or sustainment maintenance requests that cannot be addressed before transfer will require the gaining and losing commands to jointly document an agreement with approval from the DCS, G-3/5/7.
- Commands and agencies will fund temporary duty related to their transfer responsibilities.[118]

[116] DA Pam 770-2, *Procedures for Materiel Fielding*, 16 July 2021, page 12.
[117] AR 750-1, *Army Materiel Maintenance Policy*, 2 February 2023.
[118] DA Pam 770-2, *Procedures for Materiel Fielding*, 16 July 2021, page 12.

Other than Unit Set Materiel Transfers – Equipment transferred between commands in other than unit sets must adhere to the following requirements:

- Equipment transfers will not occur until all corrective actions requiring repair parts are completed.
- Losing commanders will allocate the necessary funding to GCs when equipment fails to meet transfer standards.[119]

Materiel Transfer Between Units Within a Command – Commanders establish the standard for materiel transferred between units within a command.

Materiel Turn-in – The following requirements apply to materiel turn-in:

- Materiel turned in for depot overhaul is exempt from meeting transfer standards outlined above.
- Materiel will be turned in complete, including all end item components and basic issue items, unless exempted by USAMC.
- Excess materiel within a unit resulting from modifications in authorization documents or displacement will be turned in, following the specified criteria, unless an exception is made by the Life Cycle Management Command (LCMC).
- LCMCs may provide exceptions for materiel accepted for depot overhaul or rebuild, equipment being disposed of, or other equipment if a proper reason exists. Other excess materiel may be turned in to supporting supply activities in its current condition.
- Materiel above the unit level (supply support activity [SSA] or APS sustainment) reported as excess will:
  - Be maintained in its present condition by owning organizations.
  - Not be cannibalized or involved in parts substitutions without LCMC authorization.
  - All other displaced and excess items are redistributed.[120]

Exceptions – Materiel transfer exceptions include:

- Transferred aviation materiel must meet serviceability criteria.
- Materiel directly controlled by the DCS, G-3/5/7, and USAMC, with distribution managed by the DCS, G-8, through the Equipment Release Priority System.

Inter-Theater Transfers – Inter-theater transfers are prohibited unless approved by the DCS, G-8.

Training Equipment – Training equipment not used as static displays that are assembled and disassembled will be depot overhauled before being transferred or reissued. Materiel used for base operations or for their original purpose in operator or crew training must adhere to transfer or turn-in standards.[121]

[119] DA Pam 770-2, *Procedures for Materiel Fielding*, 16 July 2021.
[120] AR 710-2, *Secondary Item Policy and Retail Level Management*, 1 July 2024.
[121] DA Pam 770-2, *Procedures for Materiel Fielding*, 16 July 2021, pages 12-13.

Lesson/issue: When turning in equipment, units must verify they have all required statements and documentation to accompany the equipment during its turn-in. Failure to provide these documents will lead to Defense Logistics Agency-Disposition Services (DLA-DS) to reject the equipment. Units will then need to compile the necessary paperwork, reschedule another turn-in appointment, and attempt the equipment return again.[122]

Displaced Equipment Fielding

As older equipment is replaced with new or improved items, the displaced equipment is either directly transferred to other units in need or is sent to Army depots for repair and maintenance before being allocated to other units.

Regarding displaced equipment fielding, MATDEV does the following:

- Executes and oversees displaced equipment fielding activities.
- Fields complete and fully supportable displaced equipment.
- Customizes the planning for supportability and establishes milestones for deploying equipment that has been replaced, accounting for its complexity and condition, the logistical effects on the GC, and other relevant support factors. All aspects of integrated product support will be taken into consideration, except for the design interface.
- Coordinates training to ensure GCs are proficient in safely operating and maintaining the redistributed equipment.
- Ensures displaced fielding of training devices adheres to guidelines.[123]
- Coordinates displaced equipment transfer between losing commands and GCs and other participants when either of the following conditions exist:
  - The displaced equipment is transferred directly from one command to another command that has not previously used or supported the system.
  - The displaced equipment must be transferred to a depot-level maintenance facility for refurbishment in conjunction with transferring the system to a command that has not previously used or supported it.
    - MATDEVs of displaced equipment coordinate displaced equipment fielding schedules with GCs.
    - MATDEVs conduct new equipment training (NET) and displaced equipment fielding at GC locations, where needed.
- MATDEVs are not responsible for disposing displaced or divested unit equipment unless it is equipment that the MATDEV will use for other acquisition purposes.
  - MATDEVs only ship displaced equipment returning to their locations.
  - The USAMC Logistics Readiness Center (LRC) ships displaced equipment to GCs or depots.

[122] Defense Logistics Agency-Disposition Services (DLA-DS), *Turn-In Handbook*, August 2022, page 14. Available at: https://www.dla.mil/Portals/104/Documents/DispositionServices/Library/TurnInHandbook2023.pdf.
[123] AR 350-38, *Policies and Management for Training Aids, Devices, Simulators, and Simulations*, 2 February 2018.

- Units prepare displaced equipment for shipment to depots for further redistribution or for lateral transfer outside of their command at 10/20 standards (operator and unit level maintenance) with all associated equipment.
- For items specifically earmarked for depot maintenance, reset, or seed programs, the 'As is complete' standard applies during shipping. Integrated product support management principles and techniques are used for planning, tracking, and evaluating the displaced equipment transfers. The integrated product support planning, along with the preparation of the memorandum of agreement (MOA) or materiel transfer plan (MTP), occurs in conjunction with the materiel fielding plan (MFP) for new or improved systems causing displacement. The displaced equipment planning goal is to deliver supportable systems. MATDEVs appoint displaced equipment managers for materiel requiring MTPs. Additionally, they address all integrated product support elements in the MTP, except for the design interface, and establish transfer procedures and schedules.[124]

Displaced Equipment Training

USAMC, the Army's designated displaced equipment trainers, determines GC training requirements for displaced equipment training (DET). Whenever feasible, existing training bases are used. There are appendices in section 9 of MTPs or appended MOAs for when formal training plans are necessary. When formal training plans do not exist, training requirements needed to train staff planners, trainers, support personnel, and users is documented by USAMC in the MOA or MTP.

U.S. Army Training and Doctrine Command (TRADOC) and other capability developers (CAPDEVs) initiate training plans and conduct training for active component units. U.S. Army Forces Command (FORSCOM) and U.S. Army Pacific (USARPAC) plan and execute DET for U.S. Army Reserve units. The National Guard Bureau handles DET for Army National Guard units.[125] Displaced equipment trainers collaborate with USAMC trainers, as necessary.[126]

PROCEDURES

MATDEVs use MTPs to plan and direct transfers of displaced equipment to GCs. MTPs are used if systems will cycle through depots and be fielded to GCs via TPF.[127]

Supporting Command Materiel Transfer Plan

MTPs are coordinated with the losing commands, GCs, supporting commands, depot planners, and other product support participants and are prepared and staffed in conjunction with MFPs for new or improved systems causing displacements. All systems requiring MTPs will adhere to milestone schedules like those used during new system fielding.

[124] DA Pam 770-2, *Procedures for Materiel Fielding*, 16 July 2021, page 13.
[125] AR 350-1, *Army Training and Leader Development*, 10 December 2017.
[126] DA Pam 770-2, *Procedures for Materiel Fielding*, 16 July 2021, page 14.
[127] Ibid.

Through MTP coordination with losing commands, GCs, and supporting commands, the following documentation is required to complete the plans for transfer:

- Adequate DET planning was carried out.
- Facilities requirements are available or planned.
- Personnel requirements are named and planned.
- The appropriate logistics assistance office was included in coordination actions.
- All materiel requirements are identified, including the following:
  - Items that losing commands, GCs, and the national level supporting commands provide. Equipment goes directly from losing commands to GCs, or the equipment is cycled through depot-level facilities. If all equipment is accumulated at the depot level, TPF methods are used to field systems to GCs.
  - Established transfer standards and methods for all end items, support items, and repair parts. Losing commands, GCs, and supporting commands must agree on equipment transfer planned procedures.
  - End item initial support resolutions. These resolutions are based on supporting command computations or present support stockage in another unit.
- Need for a materiel fielding team (MFT) is shown. Required skills, personnel, and their sources are named.
- Schedules are developed that do not conflict with other planned operations needing the same personnel or facilities.
- System managers are appointed in losing commands, GCs, and supporting commands.[128]

Losing Command Materiel Transfer Plan

When displaced equipment is transferred using MTPs, losing commands appoint displaced equipment managers. These managers plan and coordinate transfers in conjunction with the program mangers/LCMCs responsible for the MTPs and the managers of the new systems causing displacements. Appropriate logistics assistance offices will be coordinated for their input and assistance. Losing commands provide direct input to MTPs and are signatories for materiel transfer agreements.

Input into MFPs covers all areas of system support and may include latest actual support costs and support procedures for displaced equipment. The current and projected condition and status of displaced equipment and all support materiel is used to determine what can be transferred directly to GCs, what will need to be refurbished, or what will be supplied from Army wholesale stocks. This information is vital to establishing milestones and schedules for the displaced equipment fielding.

For MTP-accomplished transfers, losing commands execute the following procedures:

- Identify the necessary requirements for DET and coordinate and schedule completion of the requirements with DET trainers, GCs, and appropriate supporting commands.

[128] DA Pam 770-2, *Procedures for Materiel Fielding,* 16 July 2021.

- Ensure prompt updates are made to the modified table of organization and equipment (MTOE) and Table of Distribution and Allowances (TDA) authorizations, which facilitates expedited turn-in of displaced equipment and its associated support gear and materials.
- Coordinate and document specific transfer procedures and responsibilities in a displaced equipment checklist and report.
- Ensure systems and their associated support are turned in and transferred promptly per MFPs.
- Comply with established equipment transfer standards. Promptly notify supporting commands and GCs of materiel shortages or condition deficiencies related to planned transfers.
- Ensure all staging, and handoff requirements are coordinated with program managers and LCMCs, unit materiel fielding points, staging sites, and losing sites.
- Package and ship displaced systems and support items to GCs, depots, or staging sites per MTPs.[129]

Gaining Command Materiel Transfer Plan

Coordination between MATDEVs, GCs, and losing sites occurs when MTPs are used to transfer displaced equipment. GCs ensure the information going into MTPs provides a clear and complete description of the current and projected personnel, facilities, and materiel assets. The information will establish all resources required for gaining units to receive, operate, maintain, and support displaced equipment. The following procedures will help ensure a successful transfer:

- Appoint a displaced equipment manager to oversee the planning, coordination, and implementation of the equipment transfer. MFP standards can be found in DA Pam 770-2, Appendix C.
- Ensure a fielding checklist is used.
- Ensure the DET and personnel requirements are coordinated and planned for.[130]
- Plan, program, and budget for the receipt, operation, maintenance, and support of displaced equipment.
- Validate MTOE and TDA authorization documents.
- Submit Department of the Army (DA) Form 5106, *Mission Support Plan (MSP)*, to specify the maintenance and supply support units, as well as the operational environment.
- Identify all support considerations in the coordination of the MTP and transfer procedures.[131]

[129] DA Pam 770-2, *Procedures for Materiel Fielding*, 16 July 2021, pages 14-15.
[130] AR 350-1, *Army Training and Leader Development*, 10 December 2017.
[131] DA Pam 770-2, *Procedures for Materiel Fielding*, 16 July 2021, page 15.

AGREEMENTS

Upon receiving an MFP for a new system, which renders an existing system eligible for displacement or transfer, current commands must decide whether to enact redistribution procedures for the outgoing system. Should the system continue to be operated within the same command, the transfer process will be internally managed, encompassing planning, programming, budgeting, and oversight. Standard logistics support channels and practices are employed. Conversely, if the system is chosen for transfer to a different command, the original command will begin an MOA to facilitate the transfer planning, coordination, and execution to the GC. The command releasing the equipment specifies the materiel state and the amount of support equipment ready for transfer. This condition will be assessed to decide whether to send any or all of the system and its support equipment for repair or refurbishment before handing it over to the GC. It may be necessary to work with the supporting command to pinpoint the associated support equipment, spare parts, or repair components that should accompany the transfer.[132]

Use of an MOA for Transfer

When an end item is removed from the MTOE or TDA, organizations have access to resources that help pinpoint the unique repair parts associated with the outgoing equipment.[133] These resources are found within the Logistics Information Warehouse and can be reached through the Logistics Data Analysis Center's homepage via the Logistics Information Warehouse interface.

Upon receiving the memorandum of notification (MON), which confirms that the displaced equipment is to be directly transferred to a GC that uses and maintains the system, the losing command takes the following actions:

- Jointly formulates, coordinates, and executes displaced equipment's MON with the GC.
- Determines the necessary DET requirements and coordinates and schedules them in collaboration with the appointed displaced equipment trainers and the GC.
- Revises the MTOE and TDA authorization documents promptly to facilitate the accelerated return of displaced equipment, along with its associated support gear and materials.
- Coordinates and records the requirements and responsibilities for the transfer on a displaced equipment checklist.
- Ensures timely turn-in and transfer of the system, along with associated support equipment and materiel, per the MOA.
- Achieves agreed-upon equipment transfer standards and records any deviations from these standards.[134]

[132] DA Pam 770-2, *Procedures for Materiel Fielding*, 16 July 2021.
[133] AR 710-2, *Secondary Item Policy and Retail Level Management*, 1 July 2024.
[134] DA Pam 770-2, *Procedures for Materiel Fielding*, 16 July 2021, pages 15-16.

Memorandum of Agreement

An MOA will facilitate the transfer of incoming equipment to the receiving command when notified of incoming equipment from another command that already uses and maintains the same system. The GC will assess the requirements for training, personnel, facilities, materiels, and logistical support necessary for the system's operation within the new units. Subsequently, the GC will evaluate current or expected personnel, infrastructure, and assets to identify any additional resources required for the effective use, upkeep, and support of the system.

Losing commands, through MOAs, formulate plans to coordinate transfers of displaced equipment with displaced equipment trainers and the supporting commands, using the following:

- Materiel and assistance furnished by the losing command
- The necessary additional skills, training, and their source(s)
- The condition and quantities of equipment supplied by the losing command
- Update on the provision of additional requirements and their source
- Documentation confirming that each transferred end item will receive initial support from one of the following:
  - Required parts list
  - An approved computed initial support list
  - A suggested inventory derived from the stock levels from another unit that already provides support for the same end items and the support for these parts
- Application of the transfer standards[135]
- Organizing a transfer coordination meeting to create and concur on a checklist for displaced equipment, such as the fielding checklist
- Transfer schedule, location, and approval for coordination
- A list of supporting command functions and responsibilities in the transfer
- A list of losing command and GC primary points of contact for the transfer

To support the MOA, the GC also must:

- Ensure authorization documents (MTOE and TDA) are established promptly.
- Submit DA Form 5106 to the supporting command and the losing command to document the use, upkeep, and support units associated with the relocated equipment. Appropriate allocation of operational readiness float assets will be determined as needed.
- Determine personnel and training needs for each receiving unit. Organize and execute DET.[136]
- Determine and plan for unique or additional facility requirements of the displaced equipment.
- Plan, program, and budget for acquiring, operating, and maintaining the system.

[135] AR 770-2, *Procedures for Materiel Fielding*, 16 July 2021.
[136] AR 350-1, *Army Training and Leader Development*, 10 December 2017.

Supporting command MOA procedures include:

- Facilitate the transfer of displaced equipment to a command already familiar with and equipped to support the system. The involvement of the supporting command — the product support integrator for the system or its support equipment — is involved, as needed. Occasionally, the command relinquishing the equipment, and the GC may independently assess the supportability and materiel requirements with minimal assistance. However, supporting commands and maintenance depots will play a central role in deciding whether to route any or all the displaced equipment and its associated support equipment through maintenance processes before handing it over to the GC.
- In all cases, the MATDEV and product support integrator (including the national maintenance point) will plan, program, and budget to ensure ongoing support for displaced equipment.
- Upon request, the supporting command identifies the displaced equipment, additional associated support items of equipment (ASIOE), components, Class IX (repair parts) supplies, and other supporting materials. This can be executed with direct aid from equipment specialists and item managers or through the supply process, as deemed suitable. The supporting commands may determine the initial support, which could involve an existing authorized stockage list or stockage modeled after another unit that supports the identical end item.
- In collaboration with the losing command and the GC, depot-level refurbishment will be carried out when it is considered necessary and cost-effective. This may include required modifications, conversions, or comprehensive overhauls as deemed suitable.

The MATDEV may need to provide special assistance to the command that did not meet the standards on a basis where costs are recovered.[137]

HANDOFF

Equipment handoff procedures between losing commands and GCs differ depending on the system's complexity and the TPF category.[138]

Procedures

The MATDEV and GC decide if an MFT is required. Further collaboration will outline the specific materiel, personnel, and facility needs to be supplied by both parties. The handoff process generally encompasses three phases: processing, inventory, and final handoff. The stages of this process are depicted in Figure 6-1.[139]

[137] DA Pam 770-2, *Procedures for Materiel Fielding*, 16 July 2021, page 16.
[138] Ibid, page 17.
[139] Ibid.

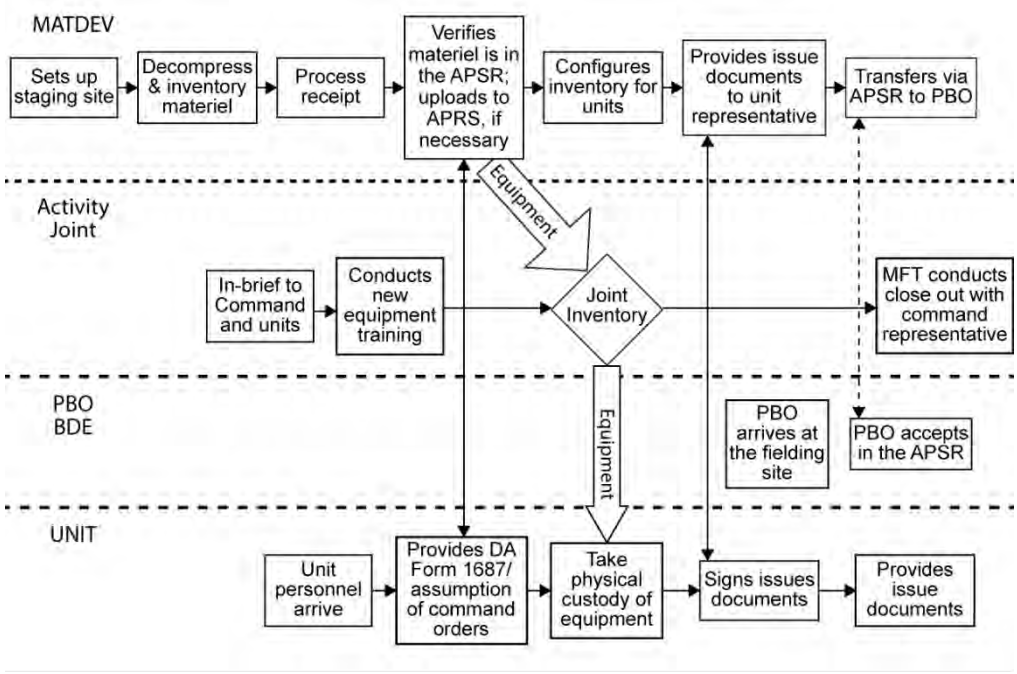


Figure 6-1. Materiel fielding handoff procedures[140]

Processing

Many items will need to be removed from their containers, checked for identification, and received into the supply system without further processing. The MFT will include staff tasked to unpack the materiel and perform a combined inventory for each unit receiving materiel. Coordination between the NET team and the MFT is essential if NET is scheduled alongside materiel processing and transfer. For central staging, the MATDEV will coordinate with the staging location to provide support for processing, inventory, and transfer, using either staging site staff or contractors, as necessary. The staging location will identify and coordinate the requirements for staging, processing, and transfer when its facilities and personnel are used. Typically, the staging location will supply the necessary tools and materiel for processing unless an alternative arrangement is made. In cases of decentralized staging, the processing will be carried out by the MFT or GC personnel.

[140] DA Pam 770-2, *Procedures for Materiel Fielding*, 16 July 2021.

The MFT and staging site teams document any discrepancies such as missing, damaged, or defective items found before or during the transfer process. The MATDEV will provide a list of shortages to the incoming property book officer (PBO) and SSA accountable officer to confirm valid due-ins for any inventory deficits. The MATDEV also commits to supplying the customer with replacements for any missing, defective, or damaged items at no additional charge. Discrepancies should be recorded on Standard Form (SF) 368, *Product Quality Deficiency Report*, and submitted promptly through the proper channels. Additionally, items delivered to a unit or central staging site must undergo an inspection, a full operational check, and be approved according to AR 710-2 and AR 710-4 standards. The Materiel Fielding Agreement (MFA) will contain instructions, and the processing method will be arranged in collaboration with the staging site or unit staff.

MFTs typically handle items that require significant processing because of their complexity or volume. The MATDEV assigns the appropriate staff with the appropriate skills and provides the necessary equipment, tools, and materiel for the job. This processing is usually completed before GC staff arrive to conduct the inventory and transfer. If a central staging area or GC facility is required for processing, coordinate, confirm, and record all details in the MFP and MFA. In cases where central staging is not used and an MFT is not deployed for fielding, the GC completes and processes all SF 368s and submits them through the proper channels. The MATDEV covers all costs associated with the processing.[141]

Inventory

The unit issues command orders and DA Form 1687, *Notice of Delegation of Authority - Receipt for Supplies*, to the MFT chief. This allows the MFT to confirm that materiels are distributed to the appropriate MTOE/TDA organization and to verify that the commander has granted signature authority to those signing Department of Defense Form (DD Form) 1348-1, *Issue Release/Receipt Document*; DD Form 1150 (issue multi line); or an equivalent system-generated form, such as a smart form, in line with AR 710-2 and AR 710-4 regulations.

The MFT and the unit conduct a collaborative inventory to ensure all items distributed during fielding are accounted for. The MATDEV and the GC representative endorse the appropriate supply documents, which may include DD Form 1348-1, DD Form 1150, DA Form 2062, or DA Form 3161, following the guidelines of AR 710-2 and AR 710-4. MATDEVs may use supply documents generated by the Automated Property System of Record (APSR), such as the smart form from the Logistics Modernization Program, instead of the standard DA or DD Forms.

When using an MFT, a collaborative inventory will take place. The scheduling of the inventory and the transfer process will be jointly organized by the MATDEV, MFT or staging site staff, and GC personnel.

[141] DA Pam 770-2, *Procedures for Materiel Fielding*, 16 July 2021, pages 17-18.

The inventory will be conducted alongside the handoff process. The material inventory will proceed as follows:

- Items classified under Class II (clothing), Class VII (major end items), and Class VIII (medical materiel) will undergo thorough inspections to verify the inclusion of all basic issue items, principal components, and spare parts carried on-board.
- Class II and Class VII end items will be individually inspected to ensure all basic issue items, major components, and on-board spares are included.
- Open the outer packaging of all materials, including Class IX (repair parts) items, training manuals, special tools, and other support items. Compare the packing list with the status reports and any customer documentation included. Note any discrepancies on the packing list and cross-check them with the package's actual contents. Remove and count each individual package, ensuring they match the details listed on the packing list.
- The inventory will be complete once all instances of shortages, damages, or defects are recorded per AR 710-2 and AR 710-4. Shortages will be properly documented, along with a note on whether the items will be provided subsequently through follow-on fielding or as a free issue.
- When MFTs are not used, the GC PBO and the SSA accountable officer are responsible for processing customer documentation along with the necessary discrepancy reports for any materiel that is missing, damaged, or defective.[142]

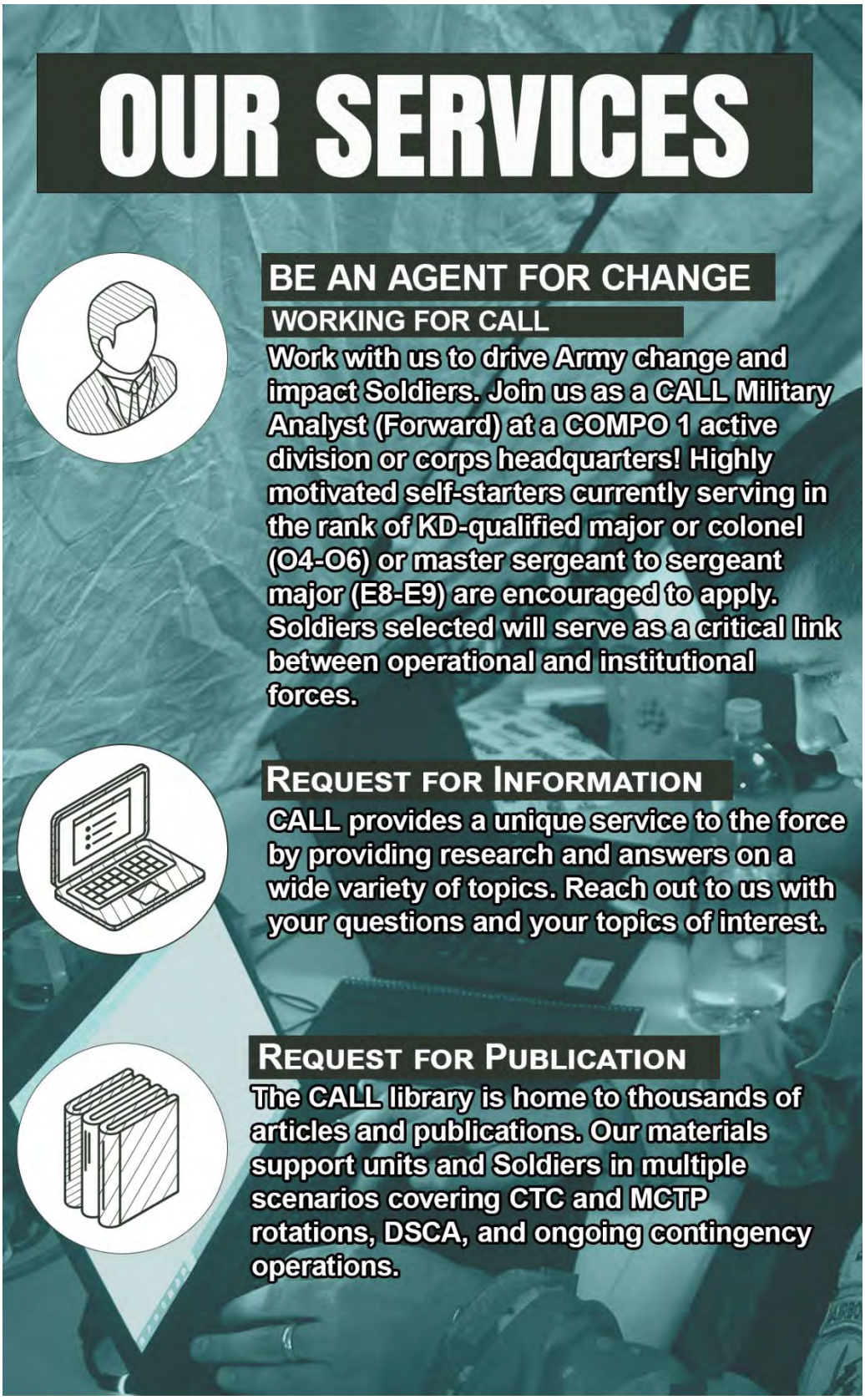
Handoff Completion

Equipment transfer is deemed finalized once the receiving PBO signs, accepts, and processes all related receipt documents in the APSR. At this point, responsibility for the distributed materiel and its associated support package shifts to the GC PBO or the SSA accountable officer. To further maintain property accountability for the received equipment, the GC PBO, SSA, or the unit's accountable officer must process the provided customer documentation.

The MFT chief or the personnel at the central staging site, acting as the handoff team, compiles an after action review (AAR) within 30 days following the conclusion of the joint inventory and handoff process. The report will encompass the following elements:

- Comprehensive list of all required materials and services pending delivery to the GC.
- Consolidated summary of discrepancy reports, warranty claims, suggestions for equipment improvement, and maintenance requests. These documents are used throughout processing, inventory management, handoff procedures, or NET, if it falls under the purview of the MFT responsibilities.
- Response to all fielding checklist statements listed in the MFT AAR.
- Compilation of transfers pending acceptance from the receiving PBO.
- Copy of the MFT AAR will be given to the GC and the MATDEV.[143]

[142] DA Pam 770-2, *Procedures for Materiel Fielding*, 16 July 2021, page 18.
[143] Ibid, pages 18-19.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CHAPTER 7
Accountability

"The Army transparency enterprise consists of a combination of systems working together to appropriately account and track materiel. The enterprise provides the capability to implement the policy and procedures for Department of Defense-owned equipment and other accountable property."

— Department of the Army Pamphlet (DA Pam) 770-2, *Procedures for Materiel Fielding*, 16 July 2021[144]

ACCOUNTABILITY PROCEDURES

Property book officers (PBOs) serve as the accountable property officer for Army units. They oversee the accountability of all relevant on-hand government property within a unit until it is later turned in, consumed, or transferred.

PBOs are appointed by commanders for each property book at the established level of authority. The appointment memorandum includes a list of all unit identification codes (UICs) for property books managed by the appointed PBO. PBOs should not be assigned duties that would significantly remove or separate them from their property accounts for an extended duration.[145]

Accountability Property System of Record

The Army relies on PBOs to develop and report accurate property accountability data within its property accountability systems. This data supports the Army's equipping strategy, ensuring equipment balance across the force during global operations and meeting readiness reporting goals.[146]

System descriptions include:

- Property Accountability. The Automated Property System of Record (APSR) ensures full accountability for private and government-furnished property. It integrates with the Wide Area Workflow and connects to the item unique identification (IUID) registry for comprehensive management.
- Defense Property Accountability System. The Defense Property Accountability System is an APSR recognized by the Army.
- Global Combat Support System-Army (GCSS-Army). GCSS-Army serves as the tactical logistics system for the Army. It is a tool to help manage unit maintenance, track the total cost of ownership, and manage financial transactions associated with logistics at the unit level.[147]

[144] DA Pam 770-2, *Procedures for Materiel Fielding*, 16 July 2021.
[145] U.S. Army Quartermaster School, *Property Book Operations Handbook*, October 2021, page 6.
[146] Ibid, page 40.
[147] DA Pam 770-2, *Procedures for Materiel Fielding*, 16 July 2021, page 19.

Accountable Property System of Record Elements

The accountable officer must input the following data elements into the APSR no later than seven calendar days following the government's formal acceptance:

- Name, part number, description (noun, nomenclature), model number, serial number, and national stock number, if known.
- Owner (both the accountable and custodial organization).
- Status (active or inactive [retired], staged, stored, in-transit, transferred, declared excess, awaiting disposition, dispositioned).
- Quantity (received, fabricated, issued, and on-hand) and unit of measure.
- General ledger classification (general equipment, loaned, leased, or a means to apply business rules for making such a determination).
- Value at full cost and depreciation information, if applicable; or original acquisition cost if the property does not require capitalization.
- Estimated useful life (years or activity based for capitalized property).
- Unique item identifiers or Department of Defense (DOD)-recognized IUID equivalent as defined in Department of Defense Instruction (DODI) 8320.04, *IUID Standards for Tangible Personal Property*; and Army Regulation (AR) 700-145, *Item Unique Identification*.
- Date placed in service.
- Location (Department of Defense Activity Address Code [DODAAC], UIC, commercial, and government entity code).
- Current condition. Information on supply condition codes is contained in Defense Logistics Manual 4000.25, *Concepts and Procedures*.
- Posting reference (Department of Defense Form [DD Form] 250, *Material Inspection and Receiving Report*, number, along with any associated contract, purchase order, procurement identification, or invoice numbers).
- Transaction type (received, accepted, inventoried, transferred, shipped, retired, and disposed).
- Transaction date.
- Care of supplies in storage as needed.
- Government-furnished property elements, including:
  - Authorizing contract.
  - Recipient points of contact (POCs).
  - Period of performance expiration date.
  - Expected property return date (when different from period of performance).[148]

[148] DA Pam 770-2, *Procedures for Materiel Fielding*, 16 July 2021, pages 19-20.

Lesson/Best Practice

Leaders and commanders should supervise their organization's materiel management activities to align with the Army's equipping policies. Additionally, they must guarantee that property documentation meets Command Supply Discipline Program (CSDP) standards, as stipulated in Army Regulation (AR) 710-4, *Property Accountability*. This helps ensure materiel managers can effectively oversee equipment management using authorized Army property accountability and planning tools, such as Property Book Unit Supply Enhanced, Decision Support Tools (DSTs), and proposed sourcing decisions.

Accountability Procedures

Program Executive Offices establish APSRs for all materiel developer (MATDEV) support property. This category encompasses any property not slated for immediate distribution to units, specifically Class II (clothing), Class VII (major end items), and Class VIII (medical materiel) items. Included in MATDEV support property are prototypes, exhibition materials, mission support equipment, and government-furnished property/equipment and contractor-acquired property, all of which are intended to be returned to the government once the contract term ends.

Program Executive Offices create APSR records for non-fielded property managed by MATDEVs. This includes property categorized under Class II, Class VII, and Class VIII that is set to be fielded to units shortly. MATDEVs acquire materials and transfers them to the recipient units via an APSR. To ensure unique item identifier (UII) data is recorded in the APSR upon receipt, MATDEVs include an IUID clause in contracts for UII materials. This clause mandates that the original equipment manufacturer registers the material with the DOD's IUID registry, following AR 700-145 guidelines. The original equipment manufacturer's shipping notice will include the UII data, which is then entered into the Wide Area Workflow. Once MATDEVs acknowledge receipt of the materials in the APSR, the IUID data is officially logged in the system.

Before transferring materiel to receiving units, fielding teams must scan the materiel to confirm the barcode's readability. They will then create a 'good issue' transaction in the MATDEV APSR for the receiving unit(s) APSR. In response, PBOs issue a 'post goods receipt' in the MATDEV APSR, which verifies the receipt of the materiel and the correct UII and serial number, thereby finalizing the issue. For detailed procedures on materiel transfer follow-up, refer to Tables 7-1 and 7-2, which cover on-site materiel fielding and other types of equipment fielding, such as mailings and deliveries.[149]

[149] DA Pam 770-2, *Procedures for Materiel Fielding*, 16 July 2021, page 20.

Table 7-1. Materiel transfer follow-up procedures for on-site materiel fielding[150]

Responsible Agency	Required Action	Time Standard
PEO/MATDEV	Notify receiving unit PBO/brigade commander	After 5 working days if transfer is still open
PEO/MATDEV	Notify ACOM HQ that entered into MFP/MFA	After 20 working days if transfer is still open
PEO/MATDEV	Notify HQDA's DCS G-4	After 30 working days if transfer is still open
PEO	Notify DASA APL	Within 40 working days if transfer is still open

Table 7-2. Materiel transfer follow-up for other equipment fieldings (mailings, deliveries, etc.)[151]

Responsible Agency	Required Action	Time Standard
PEO/MATDEV	Notify receiving unit PBO/brigade commander	After 15 working days if transfer is still open
PEO/MATDEV	Notify ACOM HQ that entered into MFP/MFA	After 20 working days if transfer is still open
PEO/MATDEV	Notify HQDA's DCS G-4	After 30 working days if transfer is still open
PEO/MATDEV	Notify DASA APL	After 45 working days if transfer is still open

[150] DA Pam 770-2, *Procedures for Materiel Fielding*, 16 July 2021, page 20.
[151] Ibid, pages 20-21.

CHAPTER 8
Army Modernization Training

> "We must transform all linear industrial age processes to be more effective, protect our resources, and make better decisions. We must be the Army of tomorrow, today."
>
> — General James C. McConville, Chief of Staff of the Army, 12 August 2019[152]

This chapter discusses Army modernization training, which is a type of training that Army units will do as they receive new, modernized equipment. Army modernization training programs must demonstrate the equipment's capabilities and its ability to perform the functions for which it was designed. This training should also establish Soldiers' individual technical competence and confidence on the new equipment. Leaders must ensure their Soldiers are well trained and confident in their equipment so they can fight and win anywhere, against any enemy, when called upon.[153]

Required Army modernization training includes new equipment training; displaced equipment training; doctrine and tactics training; and sustainment training. The goal of modernization training is to ensure Soldiers acquire the skills to effectively use new capabilities.[154]

New, improved, and displaced equipment is provided to designated Army units through planning, acquiring, and fielding a unit set (including training capability) during their modernization windows. This synchronizes modernization proponents and all doctrine, organization, training, materiel, leadership and education, personnel, facilities, and policy (DOTMLPF-P) activities required to field and support the individual systems that comprise unit sets.[155]

KEY TRAINING ROLES

The following agencies have specific responsibilities for Army modernization training and training support:

- Program and Product Manager. Project managers manage overall program objectives for materiel development, production, and sustainment.
- Milestone Decision Authority. Milestone decision authorities have overall responsibility for materiel programs. They approve programs moving into the next phases of the acquisition process and they are accountable for program cost, schedule, and performance reporting.

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[152] U.S. Army, General James C. McConville, Chief of Staff of the Army, *40th Chief of Staff of the Army Initial Message to the Army Team*, 12 August 2019, https://www.army.mil/article/225605/40th_chief_of_staff_of_the_army_initial_message_to_the_army_team.
[153] FM 7-0, *Training*, 14 June 2021, Foreword.
[154] AR 350-1, *Army Training and Leader Development*, 10 December 2017, page 226.
[155] AR 5-22, *The Army Force Modernization Proponent and Integration System*, 13 June 2023.

- Materiel Developer (MATDEV). MATDEVs are the research, development, and acquisition entity responsible for overseeing the system under development or being acquired.
- Capability Developer (CAPDEV). CAPDEVs formulate warfighting requirements for DOTMLPF–P.
- New Equipment Training (NET) Manager. NET managers (designated by program managers) are officials who plan, coordinate, and conduct NET.[156]

CATEGORIES OF TRAINING

The Army has four training categories that are described below. Their associated training and training support provision responsibilities are described as well.

Displaced Equipment Training

Displaced equipment training (DET) refers to training provided by the program manager on the operation and maintenance of equipment that has been previously fielded. This training is specifically for equipment that is scheduled for redistribution within an Army Command (ACOM), Army Service component command (ASCC), Direct Reporting Unit (DRU), or among several of these components. The redistribution occurs as part of the Army modernization process.[157]

Displaced equipment and software, although not unfamiliar to the Army, may be new for a receiving unit. Training schools have been set up for operators and maintainers dealing with such equipment. Consequently, units receiving displaced equipment may require less extensive training and formalized planning. The training developer (TNGDEV) will determine (in coordination with gaining command [GC] and the program manager of the displaced system) how much training is required.[158]

Doctrine and Tactics Training

Doctrine and tactics training (DTT) is training provided by the TNGDEV on employment, tactics, and interoperability of new or displaced equipment. The training offers guidance to commanders, leaders, staff, and operators on using new or improved equipment or organizational capabilities. When necessary, DTT aligns with the system training plan. Ideally, DTT occurs before NET/DET. The need for DTT depends on two factors: whether the system significantly alters the unit's combat doctrine and whether the unit requires assistance in employing the new system for its wartime or design mission.

[156] AR 350-1, *Army Training and Leader Development*, 10 December 2017, pages 129-130.
[157] Ibid, page 129.
[158] Ibid, page 138.

DTT planning involves conveying the purpose and functions of a new system or organization to user personnel. This enables them to maximize the new capabilities and enhance combat effectiveness. Key DTT planning considerations include:

- Changes to current doctrine or tactics.
- Changes in new system or organization.
- Technical complexities: Evaluate the technical intricacies of implementing new systems.
- Fielding rates: Determine the rate at which the system will be fielded.
- Training strategies: Develop a strategy for training personnel on the new system or organization.
- Planned density: Define the desired density of the system or organization.
- Personnel training: Identify the number of personnel to be trained and assess available personnel resources for providing training.
- DTT environment and location: Consider the environment and location for conducting DTT.
- Unit capabilities and limitations: Understand the capabilities and limitations of units executing DTT.
- Funding: Allocate resources for DTT activities.
- Sustainment training: Plan for ongoing training after initial DTT.[159]

Sustainment Training

Sustainment training encompasses individual and collective training within units, resident schools, and organizations. Its purpose is to maintain expertise in operating, employing, and providing logistics support for fielded systems or equipment. This training sustains the proficiency of operators and maintainers, building on the foundation established during NET/DET and DTT.[160]

New Equipment Training

NET is the initial transfer of knowledge about the operation and maintenance of new and improved equipment from the MATDEV to the tester, trainer, supporter, and user.[161]

NET is a critical component of the total package fielding (TPF) process that ensures that Army units acquire the skills to effectively use new equipment, weapons, and systems. NET instructors must:

- Understand Soldiers' mission.
- Familiarize themselves with the specific equipment, weapon, or system.
- Articulate and contextualize practical use cases for the equipment.[162]

[159] AR 350-1, *Army Training and Leader Development*, 10 December 2017, page 129.
[160] Ibid, page 238.
[161] Ibid, page 129.
[162] Arnold, Mallory, *Aligning Total Package Fielding to Agile Development*, 13 May 2021, https://www.amentum.com/blog/aligning-total-package-fielding-to-agile-development/.

Regarding the Regionally Aligned Readiness and Modernization Model (ReARMM), Army units can anticipate executing NET/new equipment fielding (NEF) during their modernization phases. Depending on overall equipment fielding schedules, unit operational deployments, and missions (scheduled and unscheduled), new equipment fielding may also occur during unit training phases. Higher headquarters staff should strive to synchronize NET/NEF events to minimize disruptions, as they have the best understanding of subordinate unit training calendars. With NET/NEF centralized at the higher headquarters level, subordinate units can provide bottom-up refinement through the materiel fielding tracker and periodic synchronization sessions. For direct coordination to and from MATDEVs, individual units should route communication through their higher headquarters to ensure situational awareness and effective resolution of synchronization or execution issues.

Higher headquarters staff should coordinate pre-NET/NEF conferences and New Material Introductory Briefs (NMIBs) to establish communication lines between subordinate units and equipment fielding coordinators. These meetings provide overviews of new equipment, required training, and sustainment needs. Commanders should schedule and reflect these events on their long-range calendars, ensuring broad awareness and participation, and designate the minimum appropriate personnel who should attend.

3rd Infantry Division's Team Truscott

Recently, 3rd Infantry Division (3ID) brigades and other tenant units at Fort Stewart, Georgia, entered their modernization windows, per the Army's ReARMM fielding plans. To facilitate this process, the 3ID established a cross-functional team focused on operationalizing modernization within its division headquarters. The primary goals of this operational initiative were to:

- Establish and maintain a common operational picture (COP) across echelons and warfighting functions (WfFs).
- Eliminate limits in the spread of knowledge and coordination.
- Flatten communications across the entire modernization enterprise.

By operationalizing modernization, each member of the enterprise was empowered to identify and collaboratively solve problems. This approach ensured a streamlined and effective modernization process for the division and installation.

The Marne Division Modernization cross-functional team, affectionately named "Team Truscott" after the legendary 3ID Commanding General Lucian Truscott, facilitates:

- Collective contingency planning.
- Early identification and mitigation of points of friction.
- Leveraging the division staff and supporting enablers to synchronize planning and execution of modernization activities for subordinate and tenant units undergoing modernization.

The core members of Team Truscott are 3ID staff planners, who represent each WfF. These core members integrate with adjacent and higher headquarters, subordinate and tenant unit modernization planners, program managers, and U.S. Army garrison enabling agencies (such as the Directorate of Plans, Training, Mobilization, and Security [DPTMS], Directorate of Public Works [DPW], and Directorate of Human Resources [DHR]; to synchronize efforts and achieve results.[163]

ACOM, ASCC, and DRU Responsibilities

When ACOM, ASCC, and DRU commanders receive new, improved, or modified equipment, they will:

- Develop facility, training support infrastructure, training support, and management support resource requirements to execute unit set fielding.

[163] Center for Army Lessons Learned (CALL), NO. 23-723, MAJ Jeffrey W. Jennings, Jeff Baker, *Team Truscott: Operationalizing Division Modernization*, January 2023, pages 2-3, https://api.army.mil/e2/c/downloads/2023/02/07/004624bc/23-723-tm-truscott-jan23-public.pdf.

- Review and update NET plans, providing input as needed.
- Assist the MATDEV and TNGDEVs in determining prerequisites (military occupational specialty [MOS], skills, and grade) for attending training conducted by the new equipment training team (NETT).
- Augment NETT with personnel when requirements exceed MATDEV or provider capability (as agreed upon in the NET plan). Request availability and stabilization of personnel receiving NET and designated NETT members.
- Provide installation support, including billeting, tactical vehicle transportation, and food services to NETT on a reimbursable basis.
- Ensure personnel receiving training from the NETT meet Department of the Army Pamphlet (DA Pam) 600-8, *Military Human Resources Management Administrative Procedures*, requirements.
- Provide an after action review (AAR) to the MATDEV following NETT training completion.
- Assist CAPDEV in preparing combat developments feedback data and help MATDEV and TNGDEV create DET plans as required.
- Notify Human Resources Command (HRC) of any MOS or additional skill identifier (ASI) awarded because of AMT.
- Program, budget, and fund travel and per diem for ACOM personnel attending NET courses (except NETT members). Provide DET information to Chief, Army Reserve.
- Manage DET for U.S. Army Reserve (USAR) units as required, in conjunction with MATDEV and TNGDEV. Assist Army National Guard (ARNG) units receiving DET when necessary.[164]

Lesson/Best Practice

MATDEVs can implement NET tracking tools that document training history and audit trails. These tools offer innovation in two key ways:

- **Transparency:** These tools allow MATDEV offices and Army stakeholders to track TPF and NET objectives.
- **Confidence:** Units can be assured that their Soldiers are well-trained, replacing outdated paper-based attendance rosters. Administrative tools collect and harvest data, providing unit commanders with situational awareness of staff equipment competency.[165]

[164] AR 350-1, *Army Training and Leader Development*, 10 December 2017, page 28.
[165] Arnold, Mallory, *Aligning Total Package Fielding to Agile Development*, 13 May 2021, https://www.amentum.com/blog/aligning-total-package-fielding-to-agile-development/.

Conducting New Equipment Training

The NET manager oversees the NETT that conducts the training. This team includes experienced individuals with diverse specialties, providing initial training on maintaining and operating new or modified equipment. The NETT can include military, government, and contractor personnel, or a combination of these. NETT instructors must meet U.S. Army Training and Doctrine Command (TRADOC) instructor standards. Commanders of units receiving equipment should be prepared for NETTs to employ various NET techniques, such as:

- **Leader Training.** This involves training-selected unit leaders from the user's ACOM, ASCC, or DRU. The training can occur at a MATDEV site or the installation receiving the equipment.
- **Key Personnel.** A limited number of key personnel will receive training for operating and maintaining low-density systems. The decision on training locations will be based on cost-effectiveness.
- **Organizational Training.** Training is provided to personnel who have completed advanced individual training. It can take place at a selected station or the training base and is subsequently integrated into unit training.
- **Unit Training.** Training offered to all assigned operators and maintainers of a gaining unit. It focuses on complex equipment critical for unit readiness. This is considered the least desirable strategy because of extensive time commitments.
- **Contractor NET.** Training conducted by contractors and overseen by the NET manager. This training can occur at a contractor facility, unit location, or a resident training installation.
- **Institutional Training.** Training performed by the Army's institutional training base. Its purpose is to produce enough graduates (including initial entry and first-line supervisors) to support the timely fielding of new equipment.
- **Distributed Learning.** Delivery of training to Soldiers and units using various methods and technology to allow for flexible and accessible learning experiences.
- **Full Task Training with Training Aids, Devices, Simulators, and Simulations.** Training provided to individuals and units using a combination of training aids, devices, simulators, and simulations (live, virtual/gaming, constructive) to prepare for NET with operational equipment and weapon systems.
- **Embedded Training.** Training capability hosted in hardware or software. It is seamlessly integrated into the overall equipment configuration.[166]

[166] AR 350-1, *Army Training and Leader Development*, 10 December 2017, pages 134-135.

Operational Success of Team Truscott in Modernization

Team Truscott played a critical role during the rapid deployment of the 1/3 Armored Brigade Combat Team (ABCT) in support of European Command (EUCOM) contingency operations. By integrating with program managers (the Army Test and Evaluations Command and the Operational Test Command) Team Truscott facilitated the seamless transition of responsibility for the Armored Multi-Purpose Vehicle Initial Operational Test and Evaluation to 2/3 ABCT. Without the operationalization of Team Truscott's core membership (representatives from the division staff across WfFs), the handover between brigades could have been significantly delayed—potentially extended by several months. Given that the Initial Operational Test and Evaluation was already funded by the fiscal year (FY) 2022 budget, any unmitigated delay would have incurred substantial costs, potentially jeopardizing the entire program's future funding.

Team Truscott's representatives also demonstrated success in early coordination with the DPTMS force modernization planners and program managers. They proactively leveraged assets before NEF/NET, ensuring that associated legacy platforms were functional and met prerequisite requirements. For instance, before one brigade's Joint Assault Bridge (JAB) fielding, Team Truscott planners identified an issue: the brigade had not exercised its legacy bridges for several months after divesting its legacy launchers. To address this, Team Truscott collaborated with DPTMS planners and arranged for the program manager to ship a launcher (with field service representative support) to Fort Stewart. As a result, the brigade could exercise its legacy bridges before JAB fielding. Without this solution, non-serviceable bridges might not have been identified until JAB fielding was underway, leading to almost certain delays. Such delays would have directly affected the division's readiness and modernization timeline.

Lastly, Team Truscott's planners acted as honest brokers of modernization practices. They protected subordinate unit interests, including training calendars. Early on, they noticed that some program managers were not properly fielding equipment in the Global Combat Support System-Army (GCSS-Army). These program managers lacked GCSS-Army accounts, resulting in missed supply actions. Consequently, property book officers (PBOs) recorded newly issued equipment as "found on installation." If this practice continued, it would have caused significant problems in company property books because of initial miscoding within the Army's accountability system (GCSS-Army). Team Truscott and DPTMS representatives collaborated with Forces Command (FORSCOM) and corps planners to identify non-compliant program managers and ensure compliance with Department of the Army (DA)-mandated supply processes. Their efforts prevented numerous company-level property accountability issues.[167]

[167] CALL, NO. 23-723, MAJ Jeffrey W. Jennings, Jeff Baker, *Team Truscott: Operationalizing Division Modernization*, January 2023, page 6, https://api.army.mil/e2/c/downloads/2023/02/07/004624bc/23-723-tm-truscott-jan23-public.pdf.

NEW EQUIPMENT FIELDING ACTIONS

Unit leader involvement is vital to the effectiveness of NEF and NET. The commitment to a mission directly stems from how unit leaders prioritize it. Therefore, early engagement with key leaders by system of systems engineering and integration and program manager representatives is important. This engagement clarifies the network's operational significance, emphasizes the commitment required for integrating new systems into unit operations, and highlights the support available from the acquisition community.[168]

Gaining Command Fielding Actions

During new equipment fielding, GCs will do the following:

- Ensure the availability of necessary personnel, equipment, and facilities to support divestiture and fielding activities as outlined in the materiel fielding plan (MFP) or Materiel Fielding Agreement (MFA) and pre-fielding coordination meetings.
- Assist the Materiel Fielding Team (MFT) with unit-level turn in of materiel, such as cleaning, unit marking, fueling, and operator checks and maintenance.
- Ensure personnel with appropriate authorization sign and post necessary receipts and other accounting documentation at all appropriate levels.
- Provide appropriate personnel to receive NET from the NETT.
- Coordinate with the CAPDEV and MATDEV via the memorandum of notification (MON) or MFA process to ascertain the materiel, facility, personnel, and training requirements and schedules necessary for system fielding to each gaining unit.
- Ensure timely validation of Headquarters, Department of the Army (HQDA)-approved modified table of organization and equipment (MTOE) or Table of Distribution and Allowances (TDA) authorization documents for requisitioning by MATDEV.
- Obtain DA certification to prevent breaches of United States arms control agreements during the acceptance of new weapon systems.
- Submit a Mission Support Plan (MSP) within 60 days of receiving an MFP from the MATDEV. In the MSP, identify any unique installation support requirements, including radiation, country clearance, and caretaker needs for Army pre-positioned stock (APS) fielding.
- Verify and coordinate fielding schedules, locations, and the provision of personnel and materiel support by the GC.[169]

[168] U.S. Army, Captain Jordan Keith, *All Together Now*, 20 August 2014, https://www.army.mil/article/132125/all_together_now.
[169] AR 770-2, *Materiel Fielding*, 16 July 2021, page 10.

Lesson/Best Practice

Observation: When introducing complex new equipment to a unit, there is only one chance to get it right. If the training is inadequate in terms of content, timing, or the intended audience, the unit may end up worse off than before the new gear was introduced.

Discussion: Army leaders recognize the importance of holistic, collective training approaches that highlight the specific requirements of various MOSs. Regardless of their experience or the new equipment received, Soldiers must understand how to employ their systems to meet mission requirements and optimize the capabilities of their new equipment.

Recommendation: As the Army modernizes and deploys new equipment sets, it should actively incorporate Soldier feedback and lessons learned from previous fieldings, training events, operational employment, and integration evaluations. This iterative process ensures continuous improvement in the NET and NEF process, and possibly even the equipment itself.[170]

[170] United States Army Acquisition Support Center, Major Jonathan Swan, Captain Keith Jordan, Larry Spence, *Tactical Network training before more holistic and more versatile with every capability set fielding*, 18 August 2014, https://asc.army.mil/web/access-acq-all-together-now/.

CHAPTER 9
Divestiture

> "Units have a ton of stuff sitting in motor pools and storage facilities that are taking up space. The issue is the units need new equipment, but according to their military table of organization and equipment (MTOE) they have it, so they can't get new equipment unless they can turn it [in], get it repaired, or give it to another unit."
>
> — Major Aaron B. Holker, former Support Operations Officer, 406th Army Field Support Battalion, 2021[171]

Equipment divestiture typically includes routine turn-ins at local supply support activity (SSA) facilities. These SSAs play a fundamental role in redistributing, retrograding, and disposing of materiel. The turn-in section accepts excess and unserviceable items from supported units. As units turn in their materiel, storage clerks input the item data into the enterprise system, which then provides distribution instructions.[172]

Under the Regionally Aligned Readiness and Modernization Model (ReARMM) framework, the Headquarters, Department of the Army (HQDA) directed that equipment divestiture would involve planned, systematic operations among all major commands. The HQDA also provided guidance to support and synchronize its planning and execution across the force. Modernization Displacement and Repair Sites (MDRSs) assist Army units in preparing for ReARMM modernization phases by unburdening them of excess materiel and expediting its redistribution.

SUPPLY SUPPORT ACTIVITY

The Army conducts supply operations below the national level through distribution centers, also known as supply points or SSAs. These centers vary based on the type of supply they distribute. Unlike specialized supply points, SSAs handle multiple classes of supply. Each classification of supply necessitates maintaining a stock record account, which is a formal record showing item receipts, issues, on-hand balances, turn-ins, and other essential stock control data.[173]

Turn-in/Shipping Section

The SSA turn-in section handles supplies returned to the supply system. These returns, known as turn-ins, include unserviceable authorized property; found on installation materiel returned by supported units; property book office turn-ins by unit supply personnel with property book officer (PBO) authorization; unserviceable, recoverable repair parts; and all serviceable or unserviceable excess property.

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[171] Major Aaron B. Holker, former Support Operations Officer, 406th Army Field Support Battalion, 2021.
[172] ATP 4-42.2, *Supply Support Activity Operations*, 18 September 2024, page 23-24.
[173] Ibid, page 1-2.

The turn-in section personnel handle shipping functions. They ensure that materials are shipped to the correct location and at the correct time. Their responsibilities include coordinating transportation, consolidating outbound materials, attaching radio frequency identification tags when necessary, and ensuring all shipping documents comply with transportation office and defense travel regulations.

Hazardous materials require specialized packing materials and trained personnel for processing. Additionally, these items may require specific instructions and shipping procedures.[174]

Processing Flow

When units turn in materiel, turn-in section clerks perform thorough verification and inspection of each materiel. They ensure all required documents are present and validate the turn-in document number in the system. The verification process includes checking part numbers, materiel numbers, class of supplies, nomenclature, serial numbers, physical descriptions, and other relevant supply codes that affect the materiel's disposition. If a part is unidentifiable, maintenance technical inspectors conduct further research to identify the correct materiel description and number.[175]

Supported Unit's Responsibilities

When supported units discover found-on-installation items that would typically be issued to them, they are responsible for turning these items in to the SSA's turn-in section to ensure proper supply accountability. Although an individual who finds such items would usually turn them in to unit supply, depending on unit and/or installation standard operating procedure (SOP), they may also directly turn them in to the SSA without paperwork.[176]

Maintenance personnel should verify that all documents align with the SSA's local external SOP. Additionally, they must ensure that materiel is properly cleaned, drained (if necessary), packaged, and banded (if required). Customers should confirm that the correct items are being turned in and maintain a current signature card on file at the SSA.

Unit supply personnel should obtain authorization from the PBO before turning in non-expendable materiel. They must verify that all documents are accurate and comply with the local external SOP of the SSA.[177]

[174] United States Army Quartermaster School Handbook, *Supply Support Activity (SSA) Operations "How To" Reference Handbook*, October 2021, page 15.
[175] Ibid.
[176] DA Pam 710-2-2, *Supply Support Activity Supply System: Manual Procedures*, 1 July 2024.
[177] United States Army Quartermaster School Handbook, *Supply Support Activity (SSA) Operations "How To" Reference Handbook*, October 2021.

Supply Support Activity Responsibilities

SSAs have several responsibilities regarding receipt of equipment turn-in, including:

- Verify and inspect thoroughly before accepting the turn-in.
- Notify supported units of any discrepancies found during the process.
- Process materials promptly upon accepting the turn-in.
- Educate supported units about any changes to the local SOP.

Notes about recoverable/repairable and excess turn-ins include:

- A recoverable turn-in is linked to the issuance of recoverable items with recoverability codes A, D, F, H, or L. Whenever requesting items with these codes, the unserviceable item must be turned in.
- Excess turn-ins occur when supported units return their surplus serviceable and unserviceable materiel to the SSA for proper disposition.[178]

Relationship with Defense Logistics Agency-Disposition Services (DLA-DS), DLA Distribution (Serviceable Retrograde), Logistics Readiness Center (LRC)

SSAs must maintain positive customer relationships with external agencies, including DLA and LRC. These agencies serve as the higher support channel. The information system's parameters dictate the disposition of serviceable and unserviceable turn-ins, automatically routing materials through DLA-DS, DLA distribution, or the LRC. SSAs should always keep an updated SOP for these agencies to ensure compliance and optimal support.[179]

Property Turn-in (Non-hazardous)

Acceptable property. DLA-DS manages the disposal of all Department of Defense (DOD)-generated excess, foreign excess, and other authorized personal property for turn-in. Although they accept accountability, they do not take physical custody of the following items:

- Live animals
- Materiel potentially presenting an explosive hazard, such as residue that includes incendiary products
- Drugs, biological substances, and controlled substances
- Nitrate base film
- Used psychological diagnostic test sets
- Compressed gas cylinders (unless scrapped)
- Fire suppression systems[180]

[178] United States Army Quartermaster School Handbook, *Supply Support Activity (SSA) Operations "How To" Reference Handbook*, October 2021, pages 15-16.
[179] Ibid.
[180] DOD Manual (DODM) 4160.21 Volume 2, *Defense Materiel Disposition: Disposal Guidance and Procedures*, 22 October 2015.

Note: The acceptance of physical custody for hazardous property will be determined according to the guidelines outlined in Department of Defense Manual (DODM) 4160.21 Volume 4, *Defense Material Disposition: Instructions for Hazardous Property and Other Special Processing Material*.[181]

Prohibited Property. DLA-DS will not accept the following categories of property, either physically or on its account (no reuse or sale service shall be provided):

- Radioactive material or waste, and unsalable material of a non-hazardous nature. This category includes, but is not limited to, DOD inspection stamps, devices, consecrated religious items, and classified cryptographic equipment*
- Live material potentially presenting an explosive hazard *
- Classified, communication security (COMSEC) material, cryptographic*
- Property containing information covered by the Privacy Act
- Refuse and trash (e.g., construction debris, concrete, yard waste)
- Articles from any foreign service or non-U.S. government-owned property are prohibited unless authorized through a formal agreement

*DLA disposition services cannot accept these types of material in their original configurations. Radioactive property must be rendered non-radioactive; material potentially presenting an explosive hazard must be certified as material documented as safe or inert; and classified material must have a certificate of declassification, all classified markings removed, and must have demilitarization accomplished with appropriate demilitarization certificates attached with DD Form 1348-1A, *Issue Release/Receipt Document*.[182]

Lesson/Best Practice

Cancel turn-in appointments at least 48-hours in advance, if possible. This allows other units to request and use the canceled appointment time for turning in their property. Units that repeatedly miss their turn-in appointments may face appointment booking restrictions by DLA.[183]

[181] Defense Logistics Agency-Disposition Services (DLA-DS), *Turn-In Handbook*, August 2022, page 14, https://www.dla.mil/Portals/104/Documents/DispositionServices/Library/TurnInHandbook2023.pdf.
[182] Ibid, pages 14-15.
[183] Ibid.

Commanders of Losing Commands and Units

Commanders of losing commands and units will do the following:

- Execute transportation of displaced materiel systems. Commanders of units that are tenants on an installation, should redistribute or transfer materiel to other units or locations. They must coordinate with the local director of logistics and provide all relevant data, including fund citation (obtained from the HQDA, Deputy Chief of Staff [DCS], G-4), for second destination transportation funds unless alternative arrangements exist, such as a memorandum of understanding (MOU).
- Jointly develop, coordinate, and implement a memorandum of agreement (MOA) or materiel transfer plan (MTP) with the materiel developer (MATDEV) and the gaining command (GC).
- Identify and expedite the turn-in of displaced materiel systems. Turn in excess end items; associated excess spare or repair parts; special tools and test equipment; general purpose and special purpose test; measurement and diagnostic equipment; other associated support items of equipment (ASIOE); training devices; and publications.
- Ensure compliance with the equipment transfer standards outlined in AR 750-1, *Army Materiel Maintenance Policy*; and AR 770–2, *Materiel Fielding*; before transferring equipment.
- Provide a command point of contact (POC) to coordinate the transfer of displaced systems.
- Coordinate with the MATDEV or GC to plan and execute the transfer of displaced systems.
- Notify the GC in writing about all materiel transfers issued under the original conditional materiel release. Prohibit the transfer of any equipment between units or elements that were issued under an urgent materiel release without written consent from the materiel release authority.[184]

HOW TO TURN IN PROPERTY

Step 1: Identification

The initial and most important step in the turn-in process involves accurately categorizing property. Generally, property to be turned in can be classified into three main categories:

1. **Usable Property** – Refers to commercial and military property (excluding scrap and waste). It includes excess items turned in with a supply condition code of A-H, except for property falling under demilitarization codes G or P. When turning in usable property, associate individual line items with their assigned and valid national stock number (NSN). In certain cases, grouping similar items on the same document type identifier is acceptable (e.g., 1 document type identifier for 50 computers with the same NSN and condition code).

[184] AR 770-2, *Materiel Fielding*, 16 July 2021, pages 10-11.

2. **Scrap Property** – Refers to recyclable waste and discarded materials resulting from items that are irreparably damaged, rendering their original function useless. It is materiel with no value beyond its basic materiel content. If property is recognizable as an end-use item, it is not considered scrap. If the item has a valid NSN, it should be turned in as an item rather than as scrap. The turn-in document (DD Form 1348-1A) for scrap must include the following:

    - Supply condition code must be "S"
    - The basic materiel contents
    - The unit of issue annotated in pounds, kilograms (for many outside the continental United States [OCONUS]) or grams [for fine precious metals])
    - POC information

3. **Hazardous Property** – A composite term used to describe property that poses a potential risk to human health and safety or the environment.

    - Before submitting hazardous material (HM) or hazardous waste (HW) to DLA-DS, collaborate with the host installation environmental office or environmental POC(s). They may have alternative disposal options for materials that are no longer needed. Each installation has environmental permitting requirements and improper disposal could affect these permits.
    - Environmental POCs may be found in an installation directory or connect with one of DLA-DS environmental protection specialists located worldwide. To discover contacts at the closest sites, visit: https://www.dla.mil/Disposition-Services/Find-Location/.
    - DLA-DS accepts accountability for HM and HW as receipt in place only using a standard MOA or receipt in place form(s). DLA Form 2543, DLA-DS Receipt in Place – Hazardous Waste is for HW. DLA Form 2542, DLA-DS Receipt in Place – Usable, Scrap, and Hazardous Material, is for useable, scrap, and HM.
    - DLA-DS relies on an extensive network of environmental contractors for services and HM/HW disposal. To request service, the receipt in place location must be an authorized approved pick-up point specified in the awarded contract.
    - System-sent data for routine HM/HW disposal is mandatory. Various military services use software tools to handle these transactions, such as the United States Air Force's Enterprise, Environmental, Safety, Occupational Health Management Information System (ESOH-MIS). DLA-DS offers a free-to-use system called '1348 Online'. Sign-up instructions are available at: https://www.dla.mil/Disposition-Services/DDSR/Turn-In/ETID/.
    - DLA-DS also offers the ability to sell large amounts of usable HM, such as bulk off-specification fuels. This can lead to cost savings for installations by avoiding more expensive disposal costs. Procedures for turning in hazardous property are commodity-based and complex. For further details, visit the DLA-DS Turn-In Toolbox and select the type of property to turn in.

- For additional guidance on using DLA-DS environmental contracts, exploring potential sales, or arranging the turn-in of hazardous property, reach out to the local DLA-DS environmental protection specialist via: https://www.dla.mil/Disposition-Services/Find-Location/.

Multiple items can be grouped under one line item, but they must share the same NSN. NSNs are typically found on a serial plate or stamped directly onto the property.

Web Federal Logistics Information System (WebFLIS) is a valuable resource for supply items. It provides essential information, including the NSN, item name, and details about manufacturers and suppliers (including part numbers). WebFLIS can prove invaluable when completing the DD Form 1348-1A turn-in document. WebFLIS is located at: https://fp.logisticsinformationservice.dla.mil/. (CAC login required).[185]

Step 2: Preparation

Accurate documentation is essential for successful turn-ins. Depending on the type of property, specific documents may be necessary. However, for all turn-ins, a standard turn-in document, specifically DD Form 1348-1A, must accompany the process.

Additionally, customers can complete a turn-in document online. For guidance, refer to the electronic turn-in document (ETID) guide.

At least three copies of each DD Form 1348-1A is required when returning property. Attach two copies to the property, including one for the unit to maintain. Also, ensure that all certifications (such as demilitarization, material potentially presenting an explosive hazard, hard drive, inert status, etc.) are physically attached to the property.

Before turning in items, ensure proper palletization. If feasible, place property in tri-walls or securely band it for safe transportation.

Property should be segregated per each DD Form 1348-1A.[186]

Step 3: Schedule the Turn-In

Customers may be able to schedule free transportation of their property to servicing locations. Listed below is additional information and location-specific restrictions:

- Continental United States (CONUS): Customers can schedule transportation of their property to designated DLA turn-in locations. To meet this requirement, customers must be located within 60 miles of a servicing area (only if the property has been approved for turn-in by their servicing disposal services representative). If located more than 60 miles from the designated turn-in location, transportation is provided free of charge, as determined by the zip code mapping tool.

[185] DLA-DS, *Turn-In Handbook*, August 2022, pages 15-17.
[186] Ibid, page 17.

- OCONUS: Customers must arrange transportation for turning in items to the servicing DLA-DS location.

DLA's scheduler application is located at: https://vsm.distribution.dla.mil/scheduler/. (CAC login required).[187]

MODERNIZATION DISPLACEMENT AND REPAIR SITES

HQDA evaluates its fleet of vehicles and equipment within the ReARMM framework. The goal is to accommodate new, modernized equipment for units. Decisions are made about retention, repair, or divestment based on factors like theater alignments, expected adversaries, component availability, and other relevant considerations.

MDRSs offer immediate property accountability relief, facilitate unit-funded maintenance, and coordinate transportation for unit vehicles and equipment. This enables unit members to avoid wasting time on materiel they are about to lose and instead focus on receiving new, modernized equipment.

MDRSs have three primary functions:

1. Get rid of unit excess equipment.

2. Increase readiness through lateral transfers of equipment.

3. Turn in unserviceable equipment to Army depots for repair.

The Army Sustainment Command (ASC), a subordinate command of the U.S. Army Materiel Command (USAMC), oversees 14 MDRSs through individual installation LRCs and Army field support brigades (AFSBs). These MDRS facilities occupy battalion-sized motor pools, ensuring sufficient vehicle parking space and internal building storage. Additionally, they implement physical security measures to safeguard equipment and materiel on-site. Regardless of location, MDRSs generally accept equipment from on- and off-installation units. Refer to Figure 9-1 for MDRS facility locations.[188]

[187] DLA-DS, *Turn-In Handbook*, August 2022.
[188] Center for Army Lessons Learned (CALL), Dennis, Richard, et. al., *Modernization Displacement and Repair Sites: Saving Soldiers' Time*, 18 January 2024.

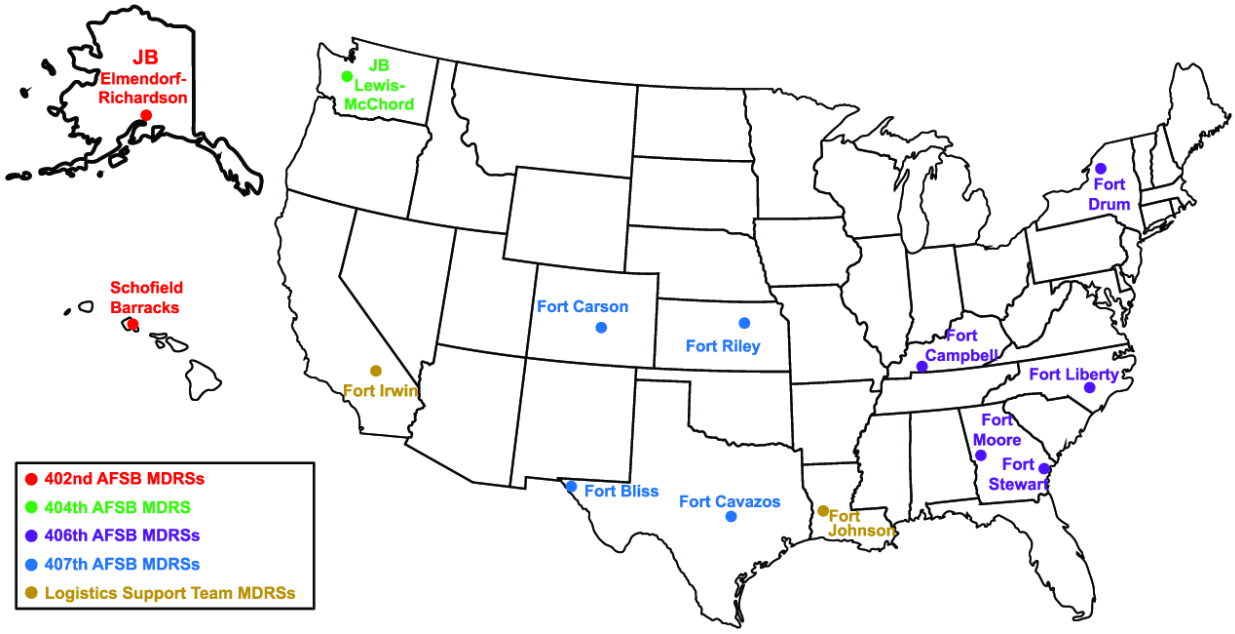


Figure 9-1. MDRS locations with corresponding AFSB headquarters[189]

MDRSs do not handle equipment designated for on-post lateral transfers between losing and gaining units within the same Army command (ACOM). Instead, these items transfer between units following the guidelines outlined in AR 750-1. Excess equipment received and processed by MDRSs is designated for transfer or turn-in by the higher ACOM headquarters or by USAMC.

Losing commands surrender excess equipment to MDRS facilities. The disposition of this equipment is determined based on proposed sourcing decisions from their ACOM headquarters or ASC.

MDRSs repair only items designated for lateral transfer or turn-in to Army depots or DLA-DS. Losing commands are responsible for any maintenance costs on equipment they turn in. MDRSs do not accept Class II (clothing and individual equipment) or Class IX (repair parts and components). Units must follow standard Army supply procedures to divest of these items.

Key Tasks

Some notable USAMC tasks regarding MDRS operations include:

- Establish and maintain responsibility for MDRSs.
- Provide equipment transfer guidance through proposed sourcing decision processes.
- Provide supply accountability relief through lateral transfer to MDRSs.

[189] Center for Army Lessons Learned (CALL), Dennis, Richard, et. al., *Modernization Displacement and Repair Sites: Saving Soldiers' Time*, 18 January 2024.

- Maintain supply discipline and ensure minimal health, hazardous material, safety, and security requirements are met.
- Ensure equipment is transportation ready.
- Arrange freight shipments to gaining organizations or depots.
- Establish physical holding yards and take physical possession of all equipment transferred to MDRSs.
- Prepare all required substantiating documentation for gaining organizations, depots, and DLA-DS.
- Develop MDRS business rules and establish reimbursable funding processes to execute reimbursable funding to carry out maintenance and supply tasks in coordination with Forces Command (FORSCOM).

Supported unit responsibilities with respect to MDRS equipment processing include:

- Scheduling and completing all appointments and inventories with local MDRSs
- Completing post goods issues in Global Combat Support System–Army (GCSS-A) to MDRSs before equipment induction
- Providing all required property and maintenance associated paperwork
- Closing all previous equipment work orders
- Delivering items in transportable conditions
- Funding any requested maintenance support[190]

MDRS Actions

The MDRS' and the supported unit's responsibilities are based on the disposition instructions provided by the proposed sourcing decision. MDRSs enable efficient lateral transfer or turn-in to other units either on- or off-installation or to Army depots or DLA-DS. With ACOM internal lateral transfers on the same installation, units identify excess equipment that another unit in the same ACOM requires. MDRSs will not accept and process these items; instead, they are handled according to the disposition instructions specific to the respective ACOM. The MDRS-eligible actions, which the Army identifies as 'buckets' are labeled as follows and described below:

- ACOM internal lateral transfer (off installation)
- ACOM to ACOM lateral transfer
- ACOM to depot turn-in
- ACOM to DLA-DS turn-in[191]

[190] Center for Army Lessons Learned (CALL), Dennis, Richard, et. al., *Modernization Displacement and Repair Sites: Saving Soldiers' Time*, 18 January 2024.
[191] Ibid.

Lesson/Best Practice

Active leader involvement in excess equipment divestiture directly correlates to efficient and effective divestiture operations for losing units. The Army Field Support Battalion (AFSBn)-Riley uses several forums to inform 1st Infantry Division (1ID) leaders and sustainment personnel on MDRS processes, procedures, and results. The MDRS provides monthly updates to commanders, executive officers, S-4 officers, and support operations officers during division maintenance meetings and materiel readiness reviews. These messaging updates keep leaders informed about equipment divestment progress and provide information that allows for decisions regarding priorities and resource allocation. Active participation provides them with the knowledge and familiarity to effect positive guidance for their units.[192]

Figure 9-2 is a flowchart for handling excess equipment displacement with respect to MDRSs. The flowchart originates in the upper left corner within a dark grey box, signifying that a unit possesses either current or anticipated excess equipment because of upcoming modernization fieldings. Along the top of the flowchart, decision points illustrate the unit's ACOM, determining whether the equipment should be laterally transferred within the same ACOM, transferred to another ACOM, or turned in to an Army depot or DLA-DS. The visual representation employs trapezoids for the buckets, boxes for losing unit and MDRS activities, and ovals for final equipment disposition.[193]

[192] Center for Army Lessons Learned (CALL), Dennis, Richard, et. al., *Modernization Displacement and Repair Sites: Saving Soldiers' Time*, 18 January 2024.
[193] Ibid.

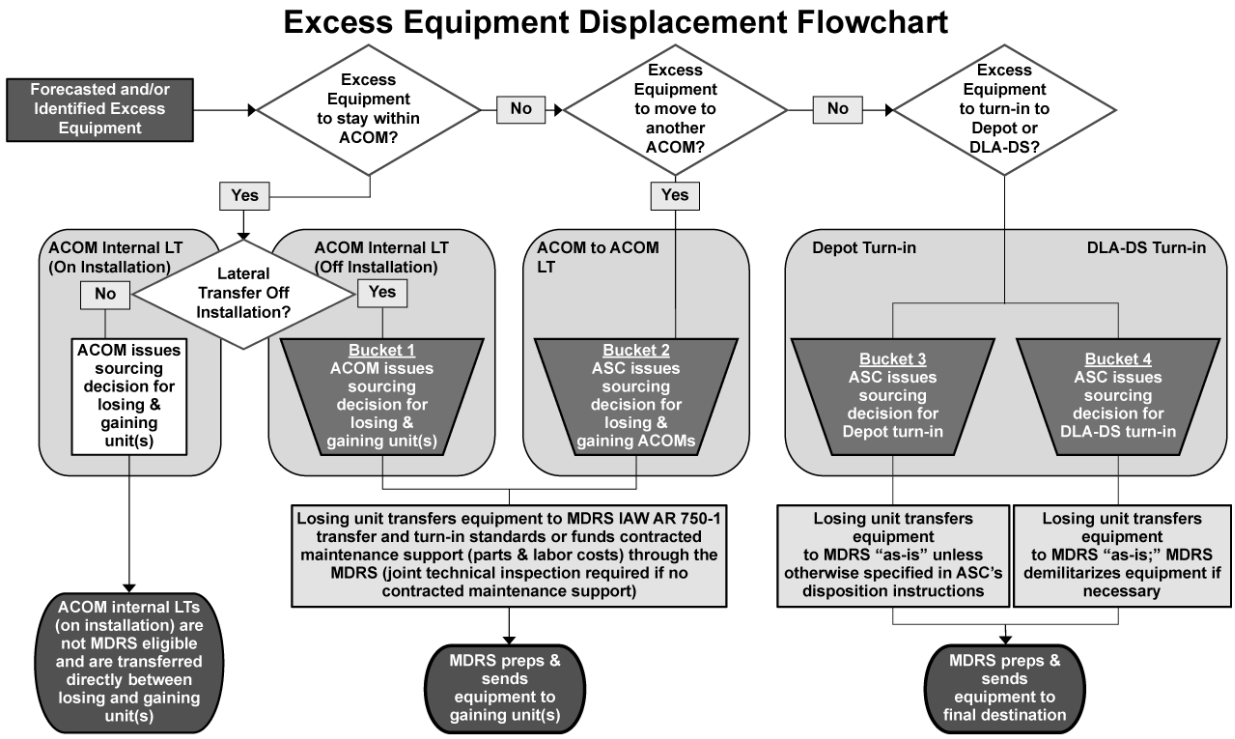


Figure 9-2. Excess equipment displacement flowchart[194]

Equipment Transfer and Turn-in Standards

The MDRS policy regarding equipment transfer and turn-in is governed by AR 750-1, *Army Materiel Maintenance Policy*, 2 February 2023.[195] Losing commands prepare a jointly approved lateral transfer document to coordinate transfers between ACOMs, Army Service component commands (ASCCs), and Direct Reporting Units (DRUs). Additionally, applicable national inventory control points authorize transfers to other DOD military departments or government agencies in accordance with AR 710-1, *Centralized Inventory Management of the Army Supply System*, 28 November 2016.[196]

For equipment transferred between ACOMs, ASCCs, and DRUs, including Army Reserve and Army National Guard, transferred into the Army pre-positioned stock (APS), prepared for storage below the national level, and other specified stocks, the following requirements must be met:

- Technical Manual (TM) 10 series and 20 series maintenance standards or appropriate technical data plans.
- Current scheduled services as of the losing organization's shipment date.

[194] Center for Army Lessons Learned (CALL), Dennis, Richard, et. al., *Modernization Displacement and Repair Sites: Saving Soldiers' Time*, 18 January 2024.
[195] AR 750-1, *Army Materiel Maintenance Policy*, 2 February 2023.
[196] AR 710-1, *Centralized Inventory Management of the Army Supply System*, 28 November 2016.

- Completion of preventive maintenance checks and services (PMCS) and preventive maintenance inspections, along with accompanying records.
- Adherence to other specific requirements related to APS, Army war stocks, depot overhaul, and winterization.

Army equipment meets TM 10 and 20 series maintenance standards when the following conditions are satisfied:

- The equipment is mission capable, indicating that all systems and components are safe, and all mission-essential sub-systems are installed and operational as designated by applicable Army regulations (ARs).
- Faults are identified following the prescribed intervals in the applicable TM 10 and 20 series PMCS.
- Repairs and services have been completed using available parts and/or supplies.
- Corrective-action-required parts and supplies that are not available within the unit are on a valid funded requisition.
- Corrective actions not authorized at the field level must be elevated to the next higher level (sustainment) with proper turn-in documentation.
- Scheduled services are performed at required intervals according to the applicable TM or approved non-combat operations maintenance plan, with no more than a 10 percent variance because of competing mission requirements.
- Routine, urgent, and emergency modification work orders are applied to the equipment and reported in the Modification Management Information System (MMIS). Additionally, actions required by one-time safety of use messages and emergency safety of flight messages are completed.
- Basic issue items and component end items are present and serviceable or on a valid supply request.
- Authorized aircraft flyaway items and items listed on the aircraft inventory master guide are present and serviceable, or are on valid supply requests.
- Maintenance advisory and information messages providing directives for weapon system software updates are applied to the equipment and reported in the modification management information system.[197]

[197] CALL, Dennis, Richard, et. al., *Modernization Displacement and Repair Sites: Saving Soldiers' Time*, 18 January 2024.

Lessons/Issues

Inadequate maintenance forecasting and planning, particularly when their MDRS lacks repair capabilities, is a significant factor that causes units to miss their scheduled induction appointments.

Sometimes units delay ordering replacement parts and repairing vehicles and equipment, which can affect their ability to meet TM 10 and 20 series maintenance standards. Consequently, this delay may lead to the MDRS rejecting the items for maintenance acceptance.

Transporting equipment to MDRSs can be a challenge for losing units, especially those from the ready reserve. These units may face difficulties because of insufficient licensed vehicle operators or because of a lack of recovery assets. Units facing personnel losses should take proactive measures to meet the necessary transfer standards as outlined in AR 750-1. These measures may include, creating work breakdown structures where relevant, or rescheduling induction appointments promptly. By doing so, they can prevent maintenance-related challenges from disrupting scheduled inductions.[198]

Maintenance Planning and Scheduling

Maintenance planning and scheduling play crucial roles in ensuring the operational readiness of military units.

Maintenance planning is an end-to-end process that identifies and addresses potential issues early. It defines what work needs to be done, the reason specific actions are chosen, and how the work should be completed. Maintenance planning tasks include:

- Identifying necessary parts and tools for jobs.
- Ensuring availability and proper layout of parts and tools.
- Providing written instructions for job completion.
- Gathering required parts/tools before assigning a job.
- Handling reserve parts, ordering nonstock parts, and staging parts.
- Managing breakdowns, vendor lists, and quality assurance.

Maintenance scheduling determines when work should occur and who should perform it. Maintenance scheduling involves the following:

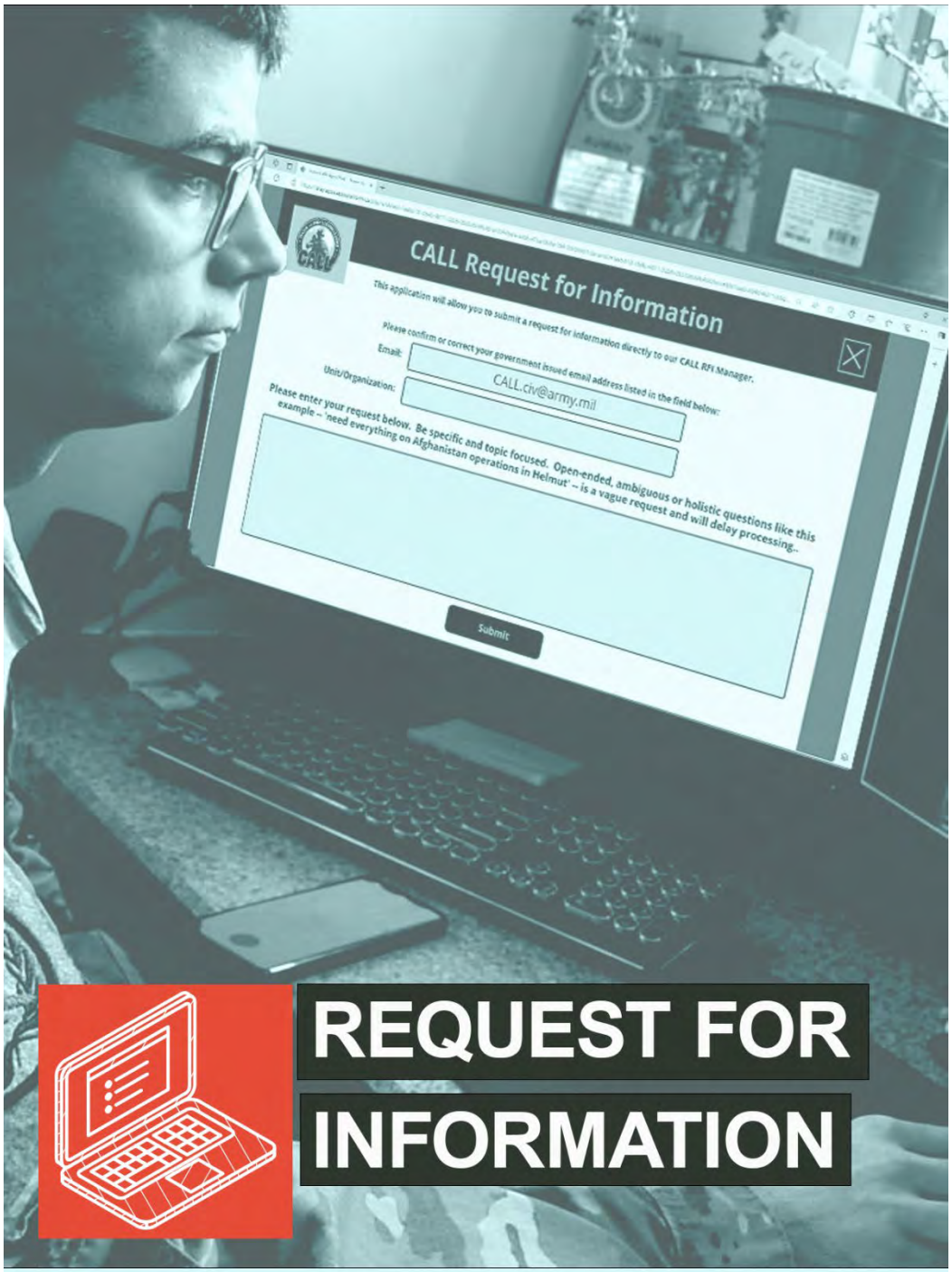
- Objectives:
  - Maximize work with available resources
  - Prioritize work orders

[198] CALL, Dennis, Richard, et. al., *Modernization Displacement and Repair Sites: Saving Soldiers' Time*, 18 January 2024.

  - Optimize preventive maintenance
  - Minimize external resource usage
- Benefits:
  - Budget control
  - Reduced equipment downtime
  - Improved workflow and efficiency
- Challenges for Losing Units:
  - **Poor Forecasting and Planning:** Units may miss induction appointments because of inadequate maintenance forecasting and planning.
  - **Repair Capability:** If the MDRS lacks repair capability, units face delays in ordering replacement parts and repairing vehicles and equipment.
  - **Transportation Issues:** Insufficient licensed vehicle operators or recovery assets can hinder equipment transport to MDRSs.
  - **Ready Reserve Units:** Losing units, especially from the Ready Reserve, must plan effectively to meet transfer standards and avoid maintenance-related delays during scheduled inductions.

Effective maintenance planning and scheduling are essential for maintaining operational readiness, minimizing downtime, and ensuring smooth equipment transitions during induction processes.[199]

[199] Noria Corporation, Reliable Plant Magazine, Trout, Jonathan, *Maintenance Planning and Scheduling: An Overview*, https://www.reliableplant.com/Read/30261/maintenance-planning-scheduling.



The Center for Army Lessons Learned (CALL) provides a unique service to the force by providing research and answers on a wide variety of topics.

APPENDIX A
Instructions for Completing Forms

Table A-1. Instructions for completing DA Form 5106, *Mission Support Plan*[200]

BLOCK IN FORM	ENTRY TO BE MADE
CHECK ONE: PROPOSED FINAL	Identify if this is a proposed plan, or a final plan.
1.a. PREPARING ORGANIZATION NAME AND ADDRESS	Enter complete organization name, and address.
1.b. MACOM (ACOM, ASCC, DRU)	Enter ACOM, ASCC, DRU of the preparing organization: (for example FORSCOM, AMC or other).
1.c. MSP Number	Enter the Internal Mission Support Plan Number (MSP).
1.d. DATE (YYYYMMDD)	Enter date of form preparation.
1.e. POINT OF CONTACT	Enter person from 1.a. who will be responsible for information on the form.
1.f. PHONE DSN/COMM	Circle whether phone number provided is Defense Switched Network (DSN) or commercial and annotate full phone number COMM or DSN.
2.a. NOMENCLATURE/MODEL	Enter the nomenclature and model of the Materiel to be fielded, separated by a "/".
2.b. NSN	Enter full national stock number for materiel to be fielded (federal supply class and national item identification number).
2.c. LIN	Enter LIN materiel to be fielded. The LIN is a unique six-digit alphanumeric code assigned to materiel by the Army for identification.
2.d. PROJECT CODE	Enter project code of materiel being fielded. Project codes are used to distinguish requisitions, related documentation, and shipments, as well as for the accumulation of intra-service performance and cost data related to exercises, maneuvers, and other distinct programs, projects, and operations.
2.e. MTOE/TDA NUMBER	Enter the Number associated with the MTOE or TDA document that provides the authorization for materiel being fielded.
2.f. MTOE/TDA EFFECTIVE DATE (YYYYMMDD)	Enter date the MTOE or TDA referenced in 2.e. is effective (per U.S. Army Force Management Support Agency e-date).

[200] DA Pam 770-2, *Procedures for Materiel Fielding*, 16 July 2021, pages 25-26.

3.a PROPERTY BOOK SYSTEM	Enter whether unit in 1.a. is using GCSS-Army, Manual, or other. If Other, annotate what system is being used.
3.b. DODAAC	Enter the DODAAC associated with the property book system in 3.a.
3.c. MTOE/TDA	Enter whether the unit being fielding is an MTOE or TDA unit.
3.d. UIC DESIGNATION	Enter UIC for using unit. The UIC is a six-character, alphanumeric code that uniquely identifies each. Regular Army, U.S. Army Reserve, and Army National Guard units.
3.e. PROPERTY BOOK SYSTEM	Leave blank.
3.f. END ITEM DENSITY (Include ORF)	Enter total quantity of materiel to be fielded including ORFs (if authorized). That is, if MTOE authorized quantity is 10, and ORF factor is 10 percent, end item density (quantity to be fielded) will be 11.
4. DODAAC AND ADDRESS OF HANDOFF SITE/SUPPLEMENTAL INFORMATION	For each unit identified in 3.b. through 3.e. above, enter the physical address of the handoff site and supplemental information (that is, PBO phone number, email address, and other notes related to mission support).
5. HAND-OFF DATE (YYYYMMDD)	Enter date the materiel hand-off is planned to take place.
6. DATE MISSION SUPPORT PLAN RECEIVED BY MATDEV	MATDEVs MFT chief signs in this block and enters date.

Table A-2. Instructions for completing DA Form 5682, *Materiel Requirements List*[201]

BLOCK IN FORM	ENTRY TO BE MADE
1.a. POINT OF CONTACT (NAME)	Enter point of contact name for MATDEV.
1.b. OFFICE SYMBOL	Enter office symbol for MATDEV.
1.c. DSN	Enter Defense Switched Network (DSN) or commercial phone number for MATDEV.
1.d. DATE PREPARED (YYYYMMDD)	Enter date form was prepared.
2. PRIMARY END ITEM	Enter nomenclature of primary end item for materiel being fielded.
3. STAGING SITE/HAND-OFF LOCATIONS (Ship to Address)	Enter the address the materiel is to be shipped for the handoff. Address should be in format required by transportation coordinator.
4. SCHEDULED HAND-OFF DATE (YYYYMMDD)	Enter date materiel transfers to be performed.

[201] DA Pam 770-2, *Procedures for Materiel Fielding*, 16 July 2021, page 26.

5. TYPE OF FIELDING	If fielding is a TPF, check 5.a. If fielding is for a unit activation, check 5.c. If fielding is for a unit conversion, check 5.d. If fielding is for a specific level of complexity, enter a 1, 2, 3, or 4 in block 5.b. to show level.
6. GAINING MACOM (ACOM, ASCC, DRU)	Enter gaining ACOM, ASCC, DRU point of contact name, office symbol, email address, and DSN phone number.
7. GAINING COMMAND	Enter gaining command point of contact name, office symbol, email address, and DSN phone number.
8. GAINING UNIT DESIGNATION	Enter gaining unit point of contact name, office symbol, email address, and DSN phone number.
9. GAINING DODAAC	Enter DODAAC for gaining unit property accountability system.
10. LEVEL OF SUPPORT	Check 10.a. if materiel will be supported through field maintenance. Check 10.b. if item will be supported at sustainment level. Check both if both levels apply.
11. PACKAGE BASE	For local use.
12.a. RETAIL SUPPLY SYSTEM USED BY GAINING COMMAND	Check the retail supply system being used by gaining unit, to ensure proper document requirements are provided.
12.b. PROPERTY BOOK SYSTEM USED BY GAINING COMMAND	Check the property book system being used by gaining unit, to ensure proper document requirements are provided.
13. AUTHORIZATION DOCUMENTATION	If gaining unit is authorized materiel through MTOE, enter MTOE number, and e-date of MTOE in 13.a. If gaining unit is authorized materiel by TDA, enter TDA number and e-date in 13.b.
PARTS B THROUGH I OF DA FORM 5682	Fill in form for all applicable associated materiel requirements.

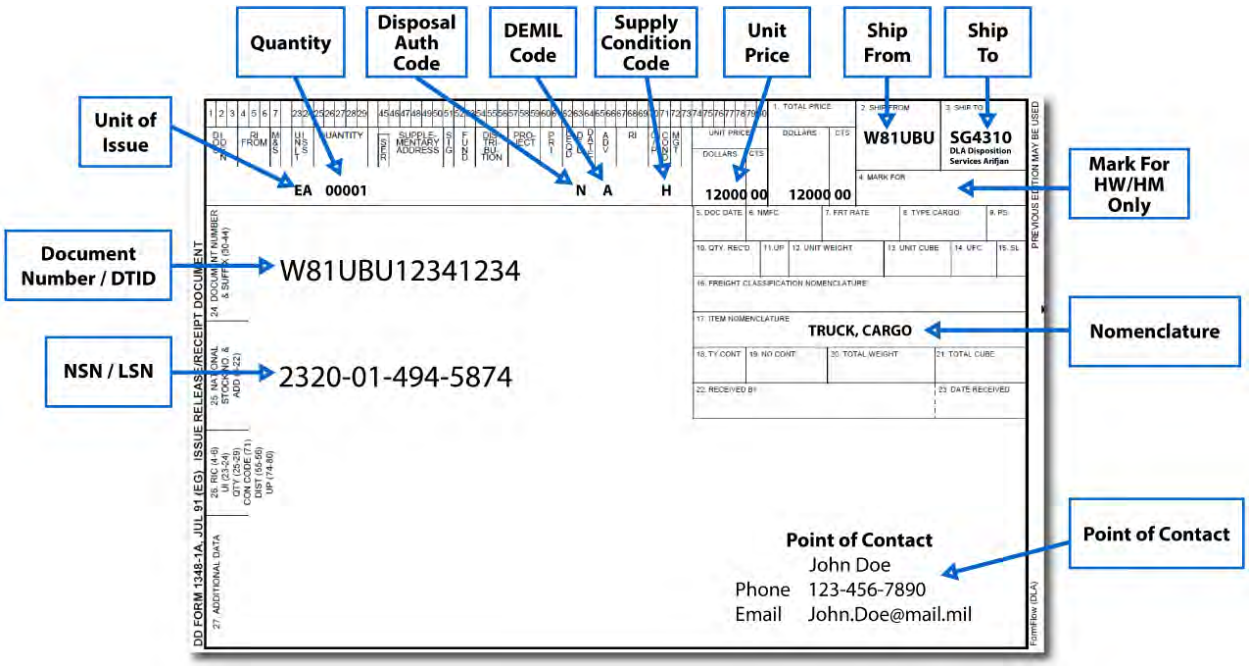


Figure A-1. Instructions for completing DD Form 1348-1A [202]

Unit of Issue: EA for each is the most common unit of issue, but depends on the type of property turned in. Visit the unit of issue look up tool for additional information.

Demilitarization Code: The demilitarization code can be found in WebFLIS or Federal logistics (FEDLOG). Visit the demilitarization code information page for additional resources.

Condition Code: The condition code determines the serviceability or general condition of the property. Visit the condition code information page for additional resources.

Unit Price: The unit price is the original acquisition value of the property.

Ship From DODAAC: Original owning DOD activity address code (DODAAC) of the turn-in generator.

Ship to Location: Disposition services location that property is turned in to.

Quantity: Exact quantity of items to be turned in that corresponds to the appropriate unit of issue.

Document Number: The disposal turn-in document is a 14-character value that consists of the property book DODAAC, followed by the Julian date, and a four-digit serial number. The disposal turn-in document is unique to a specific transaction.

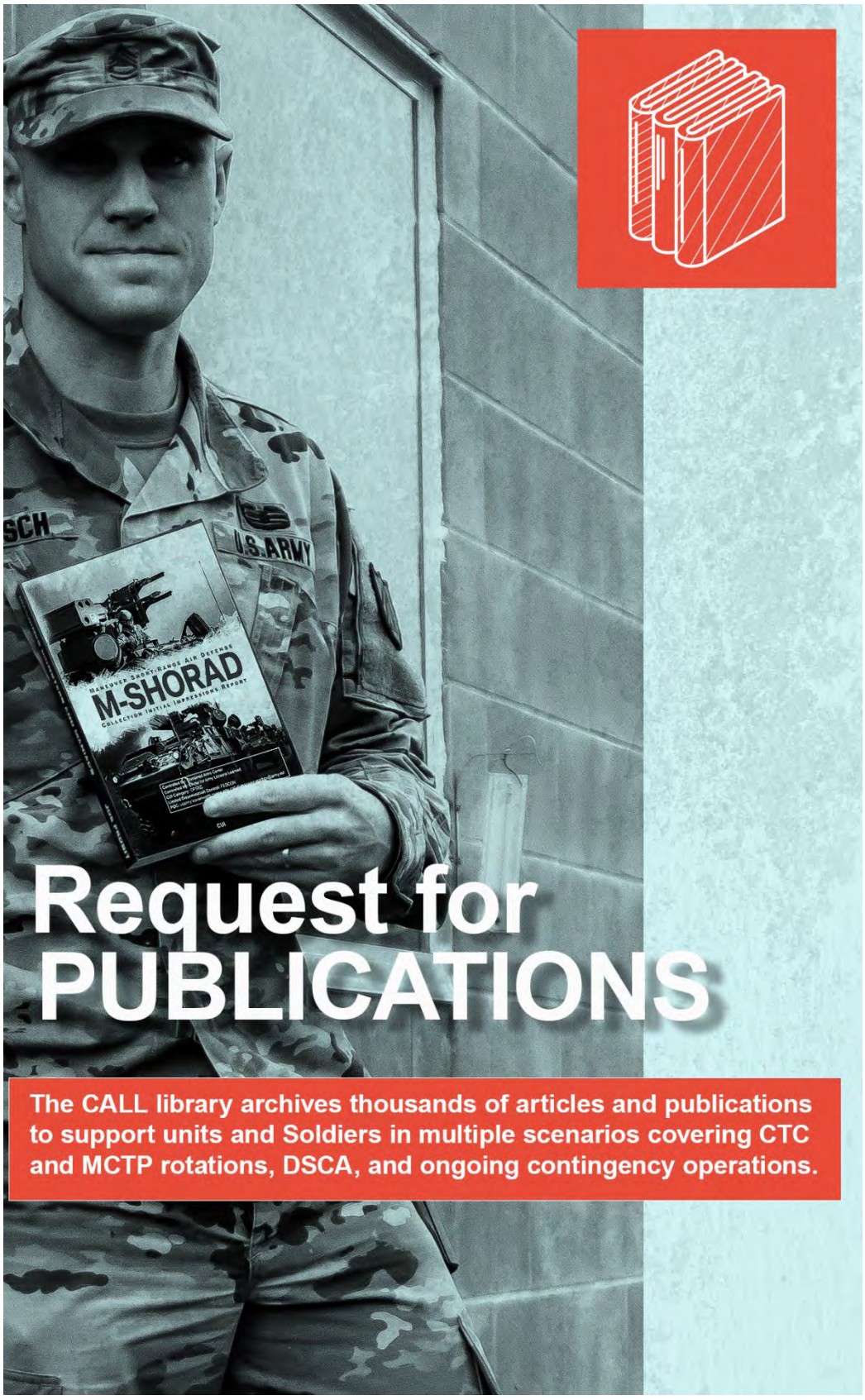
[202] Defense Logistics Agency, *1348-1A Help: How do I properly fill out a DD Form 1348-1A?,* https://www.dla.mil/Disposition-Services/DDSR/Turn-In/1348-Help/.

National Stock Number: Enter the national stock number for the property to be turned in. Only one national stock number (NSN) per document. Visit the NSN page to learn more about NSNs. For help with local stock numbers (LSN), visit the LSN page.

Item Nomenclature: Provide the corresponding item name that is assigned to the NSN.

Point of Contact Information: Provide a reliable name, phone number, and email address.[203]

[203] Defense Logistics Agency, *1348-1A Help: How do I properly fill out a DD Form 1348-1A?,* https://www.dla.mil/Disposition-Services/DDSR/Turn-In/1348-Help/.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APPENDIX B
Army Equipping Web-based Tools

There are many websites that can assist leaders with information regarding equipment fielding. Below are just a few to assist commanders and sustainment planners:

- Army Publishing Directorate (APD): http://www.apd.army.mil/
- Army Force Management System Web (FMSWeb): https://fmsweb.fms.army.mil (CAC login required)
- Defense Logistics Agency-Disposition Services (DLA-DS): https://www.dla.mil/Disposition-Services/
- DLA-DS Electronic Turn-In Document (ETID): https://www.dla.mil/Disposition-Services/DDSR/Turn-In/ETID/
- DLA-DS Location Finder: https://www.dla.mil/Disposition-Services/Find-Location/
- DLA-DS Scheduler: https://vsm.distribution.dla.mil/Scheduler/ (CAC login required)
- Enterprise Management Decision Support System (EMDS):
- Web Federal Logistics Information System (WebFLIS): https://fp.logisticsinformationservice.dla.mil/ (CAC login required)

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REQUEST FOR INFORMATION

CALL provides a unique service to the force by providing research and answers on a wide variety of topics. Reach out to us with your questions and your topics of interest.

REQUEST FOR PUBLICATION

The CALL library is home to thousands of articles and publications. Our materials support units and Soldiers in multiple scenarios covering CTC and MCTP rotations, DSCA, and ongoing contingency operations.

Acronyms

1ID	1st Infantry Division
3ID	3rd Infantry Division
AAL	additional authorization list
AAR	after action review
ABCT	armored brigade combat team
ACOM	Army command
AE2S	Army equipping enterprise system
AE2S-M	Army equipping enterprise system-modern
AFC	Army Futures Command
AFSB	Army field support brigade
AFSBn	Army field support battalion
AOS	Army organization server
APD	Army Publishing Directorate
APO	accountable property officer
APS	Army pre-positioned stocks
APSR	automated property system of record
AR	Army regulation
ARNG	Army National Guard
ASA (ALT)	Assistant Secretary of the Army for Acquisition, Logistics, and Technology
ASA (FM&C)	Assistant Secretary of the Army for Financial Management and Comptroller
ASC	Army Sustainment Command
ASCC	Army Service component command
ASI	additional skill identifier
ASIOE	associated support items of equipment
AWE	advanced warfighting experiment
BOIP	Base Operating Infrastructure Plan
C2	command and control
CAC	Combined Arms Center
CALL	Center for Army Lessons Learned
CAPDEV	capability developer
CCDR	combatant commander
CIO	chief information officer
COEI	component of end item
COMSEC	communication security
CONUS	continental United States
COP	common operational picture
COTS	commercial off-the-shelf
CSDP	command supply discipline program
CSLA	U.S. Army Communications Security Logistics Agency
CTC	combat training center
DA	Department of the Army
DAMO-FMP	Force Management and Development Directorate

DAMO-FMF	Department of Army Management Office
DA Pam	Department of the Army pamphlet
DCS	Deputy Chief of Staff
DD Form	Department of Defense form
DET	displaced equipment training
DHR	Directorate of Human Resources
DLA	Defense Logistics Agency
DLA-DS	Defense Logistics Agency-Disposition Services
DOD	Department of Defense
DODAAC	Department of Defense activity address code
DODI	Department of Defense instruction
DODM	Department of Defense manual
DOTMLPF-P	doctrine, organization, training, materiel, leadership and education, personnel, facilities, and policy
DPTMS	Directorate of Plans, Training, Mobilization, and Security
DPW	Directorate of Public Works
DRU	Direct Reporting Unit
DST	Decision Support Tool
EMDS	Enterprise Management Decision Support System
ESOH-MIS	Enterprise, Environmental, Safety, Occupational Health Management Information System
ETID	electronic turn-in document
EUCOM	European Command
FEDLOG	Federal logistics
FMS	force management system
FMSWeb	Force Management System Web
FORSCOM	Forces Command
FRP	force review point
FUE	first unit equipped
GC	gaining command
GCSS-Army	Global Combat Support System-Army
GFM	Global Force Management
GFM-DI	Global Force Management-Data Initiative
HM	hazardous material
HQDA	Headquarters, Department of the Army
HRC	Human Resources Command
HW	hazardous waste
IT	information technology
IUID	item unique identification
JAB	Joint Assault Bridge
LCMC	Life Cycle Management Command
LDAC	Logistics Data Analysis Center
LIN	line-item number
LMI	lead materiel integrator
LOGCAP	Logistics Civil Augmentation Program
LRC	Logistics Readiness Center

LSCO	large-scale combat operations
LSN	local stock number
MATDEV	materiel developer
MDO	multi-domain operation
MDRS	Modernization and Displacement and Repair Site
MFA	materiel fielding agreement
MFP	materiel fielding plan
MFT	materiel fielding team
MOA	memorandum of agreement
MON	memorandum of notification
MOS	military occupational specialty
MOU	memorandum of understanding
MSP	mission support plan
MTOE	modified table of organization and equipment
MTP	materiel transfer plan
MTT	mobile training team
NDS	National Defense Strategy
NEF	new equipment fielding
NET	new equipment training
NETP	new equipment training plan
NETT	new equipment training team
NMIB	New Materiel Introductory Brief
NMS	National Military Strategy
NRC	Nuclear Regulatory Commission
NSN	national stock number
OCONUS	outside the continental United States
ONS	operational needs statement
OSHA	Occupational Safety and Health Administration
OTOE	objective table of organization and equipment
PBO	property book officer
PCS	permanent change of station
PERSAC	personnel structure and composition
PMCS	preventive maintenance checks and services
POC	point of contact
POM	Program Objective Memorandum
PPBE	planning, programming, budgeting, and execution
PT	physical training
ReARMM	Regionally Aligned Readiness and Modernization Model
RRPA	roles, responsibilities, procedures, and authorities
SAMAS	structure and manpower allocation system
SDDC	Surface Deployment and Distribution Command
SF	standard form
SIPRNet	Secret Internet Protocol Router Network
SOP	standard operating procedure
SSA	supply support activity
TDA	Table of Distribution and Allowance

TM	technical manual
TNGDEV	training developers
TOE	table of organization and equipment
TPF	total package fielding
TRADOC	Training and Doctrine Command
TSP	training support package
TTPs	tactics, techniques, and procedures
UCP	Unified Command Plan
UIC	unit identification code
UII	unique item identifiers
USAFMSA	United States Army Force Management Support Agency
USAMC	United States Army Materiel Command
USAMRDC	United States Army Medical Research and Development Command
USAR	United States Army Reserve
USARPAC	United States Army Pacific
USC	United States Code
WebFLIS	Web Federal Logistics Information System
WfF	warfighting function

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