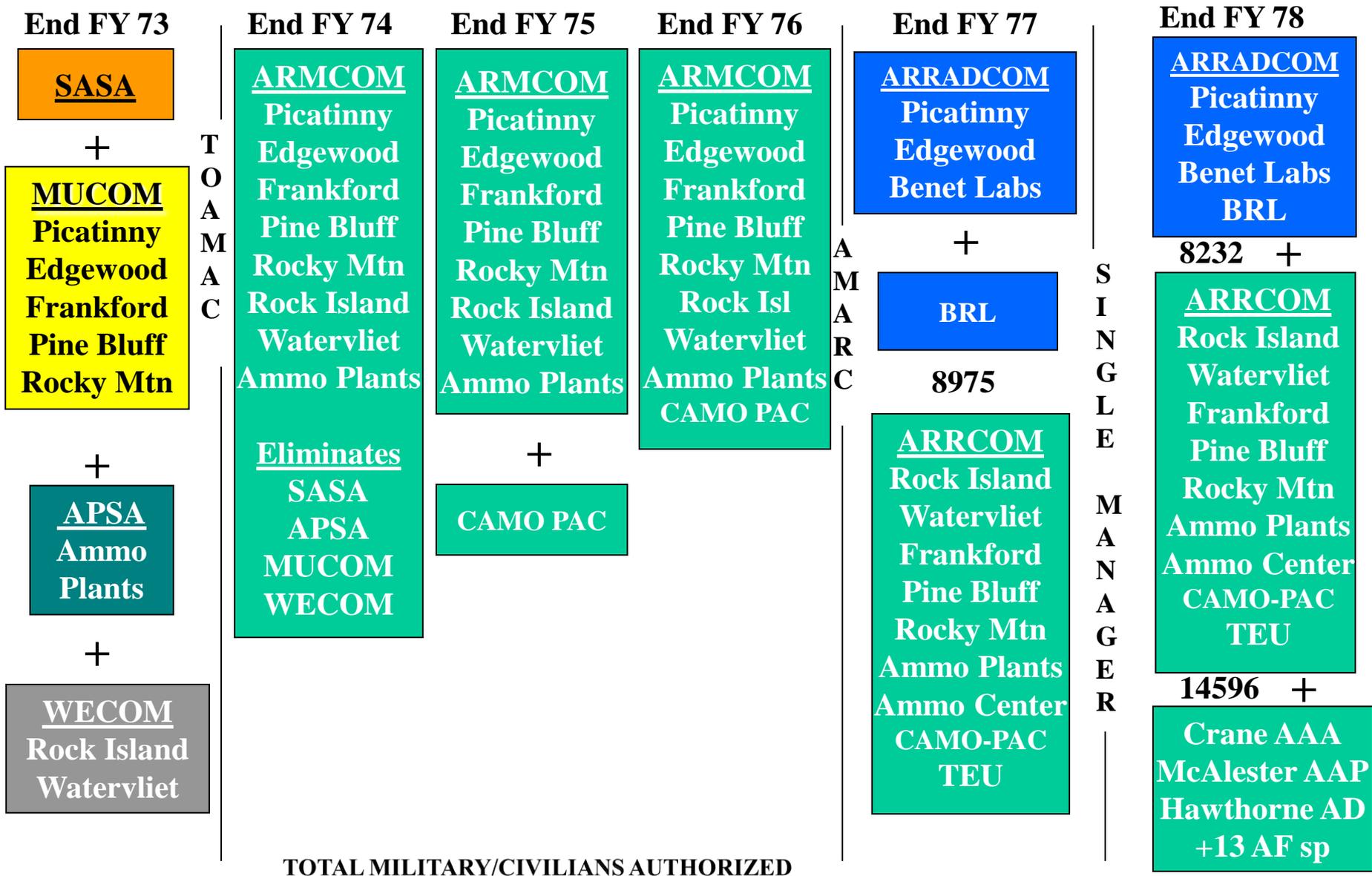


ARMAMENT & MUNITIONS COMMUNITY

ORGANIZATIONAL EVOLUTION FY73-FY10



T O A M A C

A M A R C

S I N G L E M A N A G E R

Evolution Continued

End FY 79	End FY 80	End FY 81/82	1 Jul/FY 83	End FY 84	End FY 85-89
ARRADCOM Picatinny Edgewood Benet Labs BRL 7751	ARRADCOM Picatinny Edgewood Benet Labs BRL 7751	ARRADCOM Picatinny Edgewood Benet Labs BRL 7406	A M A R C R E V I S I T E D	AMCCOM ARDEC CRDEC BRL Rock Island Watervliet Pine Bluff Rocky Mtn Crane AAA McAlester AAP Ammo Plants Ammo Center CAMO-PAC TEU MPBMA PMs	AMCCOM ARDEC CRDEC Rock Island Watervliet Pine Bluff Rocky Mtn Crane AAA McAlester AAP Ammo Plants Ammo Center CAMO-PAC TEU MPBMA PMs
ARRCOM Rock Island Watervliet Frankford - Caretaker Pine Bluff Rocky Mtn Ammo Plants Ammo Center CAMO-PAC TEU Crane AAA McAlester AAP Hawthorne AD 13893	ARRCOM Rock Island Watervliet Frankford - Caretaker Pine Bluff Rocky Mtn Ammo Plants Ammo Center CAMO-PAC TEU Crane AAA McAlester AAP Hawthorne AD + MPBMA 13893	ARRCOM Rock Island Watervliet FKFD Ctr Pine Bluff Rocky Mtn Ammo Plants Ammo Center CAMO-PAC TEU Crane AAA McAlester AAP Hawthorne AD MPBMA 13111		AMCCOM ARDEC CRDEC BRL Rock Island Watervliet Pine Bluff Rocky Mtn Crane AAA McAlester AAP Ammo Plants Ammo Center CAMO-PAC TEU MPBMA PMs	AMCCOM ARDEC CRDEC Rock Island Watervliet Pine Bluff Crane AAA McAlester AAP Ammo Plants Ammo Center CAMO-PAC TEU MPBMA PMs + PM Chem Demil - Rocky Mtn
21644	21068	20517	21006	22050	19381
TOTAL MILITARY/CIVILIANS AUTHORIZED					

Evolution Continued

End FY 90-93	End FY 94	End FY 95	End FY 96-98	End FY 99
<p>AMCCOM ARDEC CRDEC Rock Island Watervliet Pine Bluff Crane AAA McAlester AAP Ammo Plants Ammo Center TEU MPBMA PMs PMVF</p> <p>—</p> <p>CAMO-PAC</p>	<p>AMCCOM ARDEC Rock Island Watervliet Pine Bluff Crane AAA McAlester AAP Ammo Plants Ammo Center MPBMA PMs</p> <p>—</p> <p>CRDEC TEU PMCD</p> <p>+</p> <p>War Reserve</p>	<p>IOC Rock Island Watervliet Pine Bluff Crane AAA McAlester AAP Ammo Plants Ammo Center War Reserve</p> <p>Anniston AD Letterkenny AD Red River AD Corpus Christi AD Tobyhanna AD Tooele AD Hawthorne AD Blue Grass AD Sierra AD Savanna AD Seneca AD D-SAFE</p> <p>—</p> <p>ACALA ARDEC PBMA & PMs</p>	<p>IOC Rock Island Watervliet Pine Bluff Crane AAA McAlester AAP Ammo Plants Ammo Center War Reserve</p> <p>Anniston AD Letterkenny AD Red River AD Corpus Christi AD Tobyhanna AD Tooele AD Hawthorne AD Blue Grass AD Sierra AD Savanna AD Seneca AD D-SAFE</p> <p>—</p> <p>Tobyhanna AD</p>	<p>IOC Rock Island Watervliet Pine Bluff Crane AAA McAlester AAP Ammo Plants Ammo Center War Reserve</p> <p>Anniston AD Letterkenny AD Red River AD Corpus Christi AD Tooele AD Hawthorne AD Blue Grass AD Sierra AD Savanna AD Seneca AD D-SAFE</p> <p>—</p> <p>Tobyhanna AD</p>
<p>BRAC AMCOM & DESCOM</p>				
<p>QDR STARTS</p>				
<p>TOTAL MILITARY/CIVILIANS AUTHORIZED</p>				

19409-16417

14053

25286

23671 to 20593

17937

Evolution Continued

End FY 00

IOC
 Rock Island
 Watervliet
 Pine Bluff
 Crane AAA
 McAlester AAP
 Ammo Plants
 Ammo Center
 War Reserve
 Blue Grass AD
 Sierra AD
 Tooele AD
 Savanna AD
 Seneca AD
 D-SAFE
 3 Munition Ctrs

Anniston AD
 Letterkenny AD
 Red River AD
 Corpus Christi AD

PEO AMMO/
 PMs

End FY 01

OSC
 FSC
 MAC
 Rock Island
 Watervliet
 Crane AAA
 McAlester AAP
 Ammo Plants
 Ammo Center
 Blue Grass AD
 Sierra AD
 Hawthorne AD
 Tooele AD
 Savanna AD
 Seneca AD
 D-SAFE
 3 Munition Centers

Pine Bluff

End FY 02

OSC
 FSC
 DCGOPS
 Deputy Munitions &
 Armaments Cmd
 Rock Island
 Watervliet
 Crane AAA
 McAlester AAP
 Ammo Plants
 Ammo Center
 Blue Grass AD
 Hawthorne AD
 Sierra AD
 Tooele AD
 D-SAFE
 3 Munition Centers

Savanna AD
 Seneca AD

Jan 2003

JMC
 AFSC
 DCGOPS
 Deputy Munitions &
 Armaments Cmd
 Rock Island
 Watervliet
 Crane AAA
 McAlester AAP
 Ammo Plants
 Ammo Center
 Blue Grass AD
 Hawthorne AD
 Sierra AD
 Tooele AD
 D-SAFE
 3 Munition Centers

TOTAL MILITARY/CIVILIANS AUTHORIZED

Evolution Continued

End FY 03

Begin FY06

End FY 07 – FY08

End FY09

AFSC
AMC FORWARDS
LOGCAP
JMC
Ammo LARS
Crane AAA
McAlester AAP
Ammo Plants
Ammo Center
Blue Grass AD
Hawthorne AD
Tooele AD
3 Munition Centers

JMC
MLRC
Ammo LARS
McAlester AAP
Crane AAA
Ammo Plants
Ammo Center
Blue Grass AD
Hawthorne AD
Tooele AD
3 Munition Centers

JM&L LCMC
PEO AMMO
JMC
ARDEC

JM&L LCMC
PEO AMMO
JMC
ARDEC

A
F
S
C
&
J
M
C
S
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P
A
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S
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G

Rock Island
Watervliet
Sierra – Maintain
Mgt of Ammo Ops
DSAFE

AFSC -> ASC
becomes a separate
AMC MSC

JMC
MLRC
Ammo LARS
McAlester AAP
Crane AAA
Ammo Plants
Ammo Center
Blue Grass AD
Hawthorne AD
Tooele AD
3 Munition Centers

JMC
MLRC
Ammo LARS
McAlester AAP
Crane AAA
Ammo Plants
Ammo Center
Blue Grass AD
Hawthorne AD
Tooele AD
3 Munition Centers

Pine Bluff

Kansas AAP
Mississippi AAP
Lone Star AAP

TOTAL MILITARY/CIVILIANS AUTHORIZED

Evolution Continued

End FY 10

FY11

FY12 Projection

JM&L LCMC
PEO AMMO
JMC
ARDEC

JM&L LCMC
PEO AMMO
JMC
ARDEC

JM&L LCMC
PEO AMMO
JMC
ARDEC

JMC
MLRC
Ammo LARS
McAlester AAP
Crane AAA
Ammo Plants
Ammo Center
Pine Bluff
Blue Grass AD
Hawthorne AD
Tooele AD
3 Muniton Centers

JMC
MLRC
Ammo LARS
McAlester AAP
Crane AAA
Ammo Plants
Ammo Center
Pine Bluff
Blue Grass AD
Hawthorne AD
Tooele AD
2 Muniton Centers

JMC
MLRC
Ammo LARS
McAlester AAP
Crane AAA
Ammo Plants
Ammo Center
Pine Bluff
Blue Grass AD
Hawthorne AD
Tooele AD
2 Muniton Centers

—

—

+

Kansas AAP
Mississippi AAP
Lone Star AAP
Riverbank AAP

Red River MC
Sierra Ammo Ops

Quad City Cartridge
Case Facility

TOTAL MILITARY/CIVILIANS AUTHORIZED

Glossary

ACALA - Armament and Chemical Acquisition and Logistics Activity

AF Sp – Air Force Supply Point

AMARC - Army Materiel Acquisition Review Committee

AMC – Army Materiel Command

Ammo Center – Refers to the Defense Ammunition Center

AMCCOM – Armament, Munitions, and Chemical Command

ARDEC – Armament Research Development and Engineering Center

ARRADCOM - Army Armament Research & Development Command

ARMCOM - Armament Command

ARRCOM - Army Armament Materiel Readiness Command

APSA – Ammunition Procurement Supply Agency

AFSC – Army Field Support Command

ASC – Army Sustainment Command

AWR – Army War Reserve

AWRSC – Army War Reserve Support Center

BRAC – Base Realignment and Closure

BRL – Ballistics Research Laboratories

CAMO-PAC – Centralized Ammunition Management Office – Pacific

CRDEC - Chemical Research Development & Engineering Center

D-SAFE – Depot Support Activity Far East

DESCOM – Depot Systems Command

FSC – Field Support Command

IOC – Industrial Operations Command

JMC – Joint Munitions Command

JM&L LCMC – Joint Munitions and Lethality Life Cycle Management Command

LAR – Logistics Assistance Representative

MAC – Munitions and Armaments Command

MPBMA – Munitions Production Base Modernization Agency

MUCOM – Munitions Command

OSC – Operations Support Command

Glossary

PBMA – Production Base Modernization Agency
PEO AMMO – Program Executive Office for Ammunition
PMs – Program Managers
PMCD - Program Manager Chem Demil
PMVF - ?
QDR – Quadrennial Defense Review
SASA – Small Arms Systems Agency
TOAMAC – The Optimum Army Materiel Command
TEU - Army Technical Escort Unit
WECOM – Weapons Command

Armament & Munitions Community Organizational Evolution FY1973-FY2010 Narrative Explanation of Charts

The following timeline charts provide visual for the organizational evolution within the armament and munitions community over the past 40 years. The following narrative explains the charts. Organizational change in the management of ammunition has been constant and the pattern of merger or separation is apparent throughout history. The changes reflect evolving philosophies on the relationships between weapons and ammunition commodities and research and development (R&D), acquisition, readiness, logistics and sustainment. The key question driving change revolves around whether R&D, acquisition and sustainment belong in the same or independent command structures. Combining the functions promotes life-cycle management, but created a friction where one of the phases of R&D, acquisition or sustainment lost impetus or funding priority. At the other end of the spectrum, separating the functions created disconnects in coordination and fragments the ammunition community.

The Ordnance Corps provided conventional armament and munitions to the military beginning in 1812. In addition to production, storage, and maintenance of ammunition, the Ordnance Department was responsible for the research and development of ammunition products. Decentralization of Ordnance Corps procurement and administration during World War (WII) led to the creation of the Field Director of Ammunition Plants (FDAP) at St. Louis, MO, and the Small Arms Ammunition Sub Office at Philadelphia, PA. FDAP administered the Army Ammunition Plants (AAPs) from Joliet AAP in Illinois. In December 1945, FDAP absorbed the mission of the Small Arms Ammunition Sub Office and later became the Ordnance Ammunition Center (OAC – it later was renamed the Ordnance Ammunition Command).

From WWII until 1973, the Army kept ammunition development and procurement separate from weapons development and procurement. After WWII, the arsenals retained responsibility for weapons development until the Ordnance Corps officially embraced the commodity command concept in 1954. In 1954, the Corps established the Ordnance Weapons Command (OWC) at Rock Island Arsenal (RIA) to complement the Ordnance Ammunition Command (OAC) and the U.S. Army Tank-Automotive Command (TACOM) in Warren, MI. In 1959, Picatinny Arsenal, responsible for ammunition R&D, merged with the OAC to form the Ordnance Special Weapons Ammunition Command (OSWAC) with HQs at Dover, NJ. At the same time, the OAC at Joliet became a center again.

In 1962 the Army underwent a major reorganization. The old technical commands were disestablished and the U.S. Army Materiel Command was formed to consolidate R&D, production, storage, and sustainment functions from the technical commands. The creation of AMC caused a series of name changes to its subordinate commands. OSWAC became the U.S. Army Munitions Command (MUCOM) and soon absorbed the procurement and R&D mission of the old Chemical Corps. The procurement function in Joliet, IL remained a subordinate to MUCOM and became the Ammunition Procurement & Supply Agency (APSA).

(Chart 1)

In September 1973, MUCOM merged with the U.S. Army Weapons Command (WECOM) and the Small Arms System Agency formerly at Aberdeen to form the U.S. Army Armament Command (ARMCOM), and was headquartered at Rock Island Arsenal. ARMCOM combined the R&D, acquisition, and sustainment functions for both weapons and ammunition into one command. The structure merged weapons and ammunition R&D to support weapons with the proper ammunition. ARMCOM only lasted four years before R&D and acquisition/sustainment functions separated. In 1977, U.S. Army Armament Research and Development Command (ARRADCOM), headquartered at Picatinny Arsenal in New Jersey, was formed as an R&D command to develop weapons and ammunition. At Rock Island, the readiness or logistics and sustainment functions were managed by the newly formed U.S. Army Armament Materiel Readiness Command (ARRCOM).

The structure of ammunition management changed again in 1976 with the establishment of the Single Manager for Conventional Ammunition (SMCA). The SMCA consolidated management of ammunition and created efficiencies across the Army, Air Force, Navy and Marines. ARRCOM began administration of the SMCA field operations mission in 1967 and procured, produced, stored, issued, and maintained conventional ammunition for all of DoD. The Navy transferred McAlester AAP, Hawthorne Army Depot and the ammunition activities located on the Crane Naval Weapons Support Center (Crane AAA) to the Army in 1977.

(Chart 2)

By the 1980s, the debate over separation or merger of R&D, acquisition, and sustainment was not finished. In 1983, ARRCOM and ARRADCOM were merged to form the U.S. Army Armaments, Munitions and Chemical Command (AMCCOM). With HQ at RIA, AMCCOM consisted of the readiness mission and two research, development and engineering (RD&E) centers. The new command provided emphasis on the chemical mission. It split the ARRADCOM mission into two R&D centers: the Armament Research Development and Engineering Center (ARDEC) at Dover, NJ, and the Chemical Research Development and Engineering Center (CRDEC) at Aberdeen, MD.

AMCCOM inherited several other organizations that contained more of the wide-spread Army ammunition mission. The Munitions Production Base Modernization Agency (MPBMA) at Dover, NJ, originated as an effort by MUCOM to modernize the Army's ammunition production facilities beginning in 1968. The Secretary of the Army gave emphasis to the effort when he established the Project Manager - Munitions Production Base Modernization (PM MPBM) in June 1973. The PM reported directly to AMC until November 1979 when the organization became the MPBMA within ARRCOM. It was renamed the Production Base Modernization Activity on October 1984 as a subordinate of AMCCOM.

AMCCOM was also responsible for managing the ammunition plants and took over as the field operating agency for SMCA. In addition, AMCCOM was also responsible for the training of ammunition inspectors at Savanna, IL. The Ammunition School began at the Savanna Depot in 1950. In 1971, the AMC Ammunition Center was created and reported to HQ

AMC. In 1975, the Ammunition Center was reassigned to ARMCOM and designated the Defense Ammunition Center and School (DACS). In 1983 AMCCOM gained responsibility for DACS. One goal for the SMCA had been to centralize all aspects of the ammunition life-cycle under one command. While the R&D, procurement, and production functions were all under AMCCOM, storage and maintenance were not. AMCCOM, as the SCMA field operating agency, coordinated the ammunition stockpile, but another command actually operated the depots.

(Chart 3)

Since WWII, the number of depots has decreased dramatically. The lessons of WWII and the Korean War suggested the need for centralized management of depot operations in peace as well as war. In 1954, the Army created the Major Item Supply Management Agency (MISMA) at Letterkenny Army Depot (LEAD), Chambersburg, PA. The mission of the agency was to perform supply control functions for major items of general supplies and ammunition for the Ordnance Corps. By 1962, the Army had outgrown the capabilities of MISMA and created the Major Item Data Agency (MIDA) at LEAD under the command of AMC. After Vietnam and a study titled Project Delta, AMC established the U.S. Army Depot System Command (DESCOM) in 1976 at Chambersburg, PA. DESCOM worked in conjunction with AMCCOM and the SMCA to manage the sustainment and readiness aspects of the ammunition life cycle.

The 1991 Base Realignment and Closure (BRAC) Commission made recommendations that again broke up the ammunition R&D, acquisition and sustainment functions. In October 1995 the Army disestablished AMCCOM and DESCOM and established the U.S. Army Industrial Operations Command (IOC) headquartered at RIA. The IOC managed the Army's industrial base and executed the SMCA mission for the DoD. The IOC was in charge of organic Army depots, depot activities, arsenals, active/inactive ammunition plants and other AMC active industrial activities. The Army's entire industrial base consolidated under one command. The IOC combined the DESCOM mission with the ammunition and industrial base management portions managed by AMCCOM. The armament and chemical defense portions of AMCCOM became the Armaments and Chemical Acquisition and Logistics Activity (ACALA). The ACALA and ARDEC transferred in-place to TACOM. The CRDEC became The U.S. Army Chemical and Biological Defense Command (CBDCOM). In addition, IOC was responsible for the Army War Reserve program that was consolidating under central management after Desert Storm. The U.S. Army War Reserve Support Command (AWRSPTCMD) was created as an IOC subordinate to manage the war reserve stocks, later called Army Prepositioned Stocks (APS). IOC was an integrated complex of 53 subordinate installations, activities and other entities, which included 10 depots/depot activities, 3 arsenals, 2 ammunition production facilities, 6 active government-owned, contractor-operated (GOCO) ammunition plants and 32 other facilities/activities.

While some unity was achieved on the sustainment side, the ammunition life cycle was again split between several commands. TACOM controlled the ammunition R&D (ARDEC) functions. Missiles were managed by another command. Procurement became increasingly controlled by weapons systems Program Managers (PMs). Further changes had not united all aspects of ammunition life cycle management.

(Chart 4)

In September 1999, General Eric Shinseki, Chief of Staff of the Army (CSA), announced his intent to change the way the Army does business or what has been termed a Revolution in Military Logistics (RML). The AMC approached this transformation by focusing on readiness and support to the Warfighter from factory to foxhole, by becoming the premier provider of acquisition, technology, logistics; projection and sustainment of materiel; and planning, coordinating, integration, synchronizing and controlling all logistics support above the division level for the Army. RML transformed IOC into the U.S. Army Operations Support Command (OSC) in 2000.

The OSC retained all IOC mission responsibilities, except that the maintenance depots transferred to the commodity commands who work-loaded them. In addition, OSC assumed greater responsibility for field readiness by becoming the “single point of entry” and “one face to the field” for AMC. OSC was the logistics horizontal integrator for AMC. The command pulled information and logistics intelligence from Logistics Assistance Representatives (LARs) and other forward deployed assets in order to create a broader based, more holistic view of Army readiness.

At the same time that OSC was established, the AWRSPTCMD became the U.S. Army Field Support Command (FSC). The FSC was assigned the mission to integrate all AMC support services forward. In order to assume and perform the AMC field interface mission, FSC was given the mission and resources from the U.S. Army Logistics Support Activity (LOGSA), Logistics Support Elements (CONUS, Europe and Far East) and two support divisions (Logistics Assistance Program Management and LES Planning). All of the APS structure was retained by FSC to include the Combat Equipment Groups in Europe, Southwest Asia, and Afloat and the APS battalion in Korea. In addition the Logistics Civil Augmentation Program (LOGCAP) transferred to the FSC. These new assets, coupled with the APS structure created a global logistics system with pre-existing infrastructure.

At the same time FSC was created, OSC also established the U.S. Army Munitions and Armaments Command (MAC) as the sub-MSC level command responsible for the SMCA mission of conventional ammunition production, procurement, stockpile and installation management. The SMCA mission also encompassed National Inventory Control Points and National Maintenance Points for conventional ammunition. The MAC disestablished and reintegrated into the OSC structure in 2001.

The concept behind the FSC was quickly proven out once the U.S entered War. Within 18 hours of the attacks on the World Trade Center, 11 September 2001, ammunition was shipped to activating units in the Army and Air Force. Soon after, ammunition was shipped directly to Southwest Asia (SWA). In early 2003, in reflection of the truly joint nature of the ammunition mission, the OSC was renamed the U.S. Army Joint Munitions Command (JMC). The command remained at Rock Island and included the FSC as a subordinate. Soon after the renaming of OSC to JMC, the Army realized that the missions assigned to FSC were growing larger than the ammunition mission and needed greater emphasis across the Army and DoD.

(Chart 5)

In July 2003, the FSC was elevated to become a Major Subordinate Command of AMC. To illustrate the change the acronym was changed from FSC to AFSC. At the same time, the ammunition structure was grouped into the Joint Munitions Command (JMC), which became a subordinate command of AFSC (Army Field Support Command). Prior to this restructure, several other efforts to consolidate ammunition management in the Army led to the October 2001 creation of the Program Executive Office-Ammunition (PEO-Ammo). PEO-Ammo was expected to provide oversight of the entire ammunition function by consolidating funding that could manage all aspects of ammunition life cycle. In January 2003, the Secretary of the Army shifted SMCA responsibility from the CG AMC to the Assistant Secretary of the Army, Acquisition, Logistics and Technology (ASA(ALT)). Responsibility was further delegated to PEO-Ammo. JMC remained the SMCA Field Operating Agency (FOA) with responsibility for sustainment to include contracting, the plants, ammunition depots, maintenance, and demilitarization.

(Chart 6)

Army transformation and the Iraq and Afghanistan campaigns caused the Army to develop new concepts on how to prepare the Army to fight and plans to sustain them once deployed. The Army Force Generation Model (ARFORGEN) was developed as a way to more systematically prepare and train units for deployment, sustain them while deployed and RESET them upon return to home station. AMC had to become a major part of the ARFORGEN. They already had a basis of support in the AFSC, but more missions were to be assumed by AMC. In response to that requirement AFSC transformed once again to become the US Army Sustainment Command (ASC) effective 1 October 2006. On the same date, the JMC became a separate AMC major subordinate command.

In November 2006, JMC aligned under the newly formed Joint Munitions and Lethality Life Cycle Management Command (JM&L LCMC) headquartered at Picatinny in Dover, New Jersey. The formation of the JM&L LCMC emphasized the Ammunition Enterprise by aligning JMC, PEO Ammo, and the Armament Research Development and Engineering Center (ARDEC) as partners. The JM&L LCMC mission is to develop, acquire, field, and sustain value-added ammunition for the joint Warfighter through the integration of effective and timely acquisition, logistics, and cutting-edge technology. The mission core competencies include: research, development, and engineering; acquisition and program management; logistics management; industrial operations; contracting; serving as the Single Manager for Conventional Ammunition (SMCA) Executor and Field Operating Activity; performing demilitarization and disposal of unserviceable stocks; conducting industrial base management and executing transformation; providing real time munitions readiness reporting; maintaining worldwide asset visibility; centralized ammunition management and providing integrated lethality solutions.

Prepared By: Office: AMSJM-HI (JMC History)