

**U.S. ARMY FIELD SUPPORT COMMAND
U.S. ARMY JOINT MUNITIONS COMMAND**

**ANNUAL COMMAND HISTORY
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EXECUTIVE SUMMARY

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FY04 AFSC AND JMC EXECUTIVE SUMMARY

The US Army Field Support Command (AFSC) and US Army Joint Munitions Command (JMC) are key players in providing logistics support and ammunition to the warfighter. In FY04 the AFSC and JMC played a vital role in the Global War on Terrorism, Operation Iraqi Freedom and Operation Enduring Freedom. The commands have a global footprint and together employ over 7000 civilians, 170 military personnel and 56,000 contractor personnel.¹ AFSC and JMC made significant contributions in its four primary mission areas of Army Prepositioned Stocks (APS), ammunition supply management for the joint force, the Logistics Civil Augmentation Program (LOGCAP), and horizontal logistics integration. In addition AFSC missions have continued to expand to new areas of managing and providing maintenance to units in Iraq and Afghanistan in forward repair facilities (FRA). The missions can be summarized as follows:

- 1) Army Prepositioned Stocks: The AFSC maintains the readiness and accountability of the Army's globally prepositioned equipment and materiel; this includes prepositioned sets, operational project stocks, and sustainment stocks. AFSC is responsible for transferring equipment and materiel to Warfighters whenever and wherever required in support of the Army's global power projection mission. During training and combat operations, AFSC leverages the capabilities of the Army's prepositioned stocks located ashore and afloat to enhance rapid deployment and sustainment.² Since the beginning of Operation Iraqi Freedom (OIF) APS assets and contracts have shifted to providing sustainment maintenance to the theater.
- 2) Munitions: The JMC serves as the Department of Defense's field operating agency for the Single Manager for Conventional Ammunition (SMCA) mission. The JMC manages the production, storage, issue and demilitarization of conventional ammunition for all U.S. military services. "Joint" is part of the JMC's name because the command supports all U.S. military services – the Army, Navy, Marine Corps, Air Force and Coast Guard. JMC also acts in partnership with private industry when contracting for munitions production and shipment.³
- 3) Logistics Civilian Augmentation Program (LOGCAP): AFSC manages the Logistics Civil Augmentation Program (LOGCAP), which uses contractor assets to augment support to units in the field. AFSC arranges for contractors to provide life support, logistics services such as transportation, warehouse management, and a variety of other services to support Soldiers in the field.⁴
- 4) Logistics Horizontal Integration: AFSC manages the Army's Logistics Assistance Program (LAP) that includes Logistics Assistance Offices (LAO) and Logistics Assistance Representatives (LAR) on every major Army installation and with all combat units. During deployments and exercises, elements of the LAP provide direct support to combat units deployed to the front lines by transitioning into Logistics Support Elements (LSEs) in forward areas. In addition, AFSC receives logistics information from the LSEs and ensures data, requests for

¹ AFSC PC, "Fact Sheet: US Army Field Support Command," 2004.

² AFSC PC, "Fact Sheet: US Army Field Support Command," 2004.

³ AFSC PC, "Fact Sheet: US Army Joint Munitions Command," 2004.

⁴ AFSC PC, "Fact Sheet: US Army Field Support Command," 2004.

solutions, and readiness reports are coordinated among the AMC MSCs and with other logistics support commands. This horizontal integration and coordination provides speedy and coordinated response to units in the field and ensures that AFSC and AMC maintain logistics information dominance.

AFSC experienced several change of commands in FY04. In November 2003 Brigadier General Radin deployed overseas to serve as the Commanding General of AMC forces in SWA and the CFLCC-C4 (Coalition Forces Land Component Command). Individual Mobilization Augmentee, Brigadier General James W. Rafferty served as Deputy Commanding General for JMC throughout BG Radin's deployment in 2004.

In July 2004 MG McManus retired from military service and passed command of AFSC to Brigadier General Jerome Johnson. BG Johnson faced the challenging task of further transforming the command while sustaining the troops deployed to Iraq and Afghanistan in support of Operation Iraqi and Enduring Freedom.

Supplying and Sustaining the Global War On Terror (GWOT)

The use of Army Prepositioned Stocks in OIF and OEF has proved a critical element to the war's success. Despite challenges associated with added mission, the command actively engaged in preparing and shipping thousands of pieces of combat-ready equipment and materiel to prepositioning sites in Southwest Asia and to the prepositioned fleet. In FY04, Combat Equipment Group-Europe (CEG-E) continued shipment of APS-2 equipment to various locations, as CEB-Brunssum and Vriezenveen ceased operations. A review of APS operations in Europe has resulted in the closure of three sites, significantly reducing APS operations in Central Europe. In FY 04-06, the Army is investing \$53.4 million in military construction funding to modernize key APS maintenance, storage, and ammunition facilities at Livorno, Italy, as the enduring site for the APS-2 1x1 brigade set.

In FY03 CEB-Livorno supported the 173rd Airborne Brigade in what was the largest airborne assault since WWII in combat operations in Iraq by assisting (SETAF) of Vicenza, Italy. In FY04 CEB-LI continued to support in their missions in Iraq and became the preferred provider of repairing and resetting the Southern European Task Force (SETAF) force as they returned from their combat tour.

At CEG-Afloat primary issues worked during FY 04 involved meeting the challenges of ship maintenance cycles and ship uploads and downloads in support of Operation Iraqi Freedom (OIF). At the beginning of the fiscal year, the maintenance and supply contractor (DynCorp) began the build up of the work force from a "warm base" strength of 163 to an authorized strength of 431 in preparation for work on the second Task Force Ship (TF-3) and the first Service Support Ship. As an example of AFSC and JMC's commitment to joint Services collaboration CEG-A and the U.S. Marine Corps (USMC) executed a joint ammunition upload, transit, and download of Marine Corps ammunition stocks utilizing the USNS Soderman as an opportune lift vessel in March 2004.

The APS program was enhanced during FY 04 with the competition and award of the Global Maintenance and Supply Services (GMASS) contract. Future GMASS requirements are

forecasted in support of Direct Support (DS) and Ground Support (GS) maintenance activity in Korea, Kuwait, Iraq, Afghanistan and potentially Djibouti. Obligations against the APS-3 and APS-5 programs approximated \$135M.

As the command switched gears from early entry support to sustainment, attention shifted to restoring the Army's seaborne power projection capability and resetting the force for continued troop rotations into both OEF and OIF. The Army's Reset program was utilized for numerous equipment assets returned from SWA and not repairable at CEG-A. Equipment was transported to various Reset facilities on a repair and return basis. As of March 2004, Reset actions had been accomplished in APS-4 (Korea), two ammunition ships, the 1x1 brigade set for ARF (Army Regional Flotilla) Guam/Saipan, and the 1x1 brigade set for ARF Diego Garcia. Almost half of the equipment for the second Large, Medium Speed Roll On/Roll Off Vessel (LMSR) in ARF Guam/Saipan (the combat support/combat service support sets) has been redeployed from SWA and was undergoing repair and refurbishment at Charleston, South Carolina. None of the ARF 1x1 brigade sets had been completely filled with all authorized equipment. The shortages were primarily caused by APS equipment remaining in theater.

Another positive component of the war was the successful use of LOGCAP. In FY04 LOGCAP continued its support to GWOT and operated in six countries to include Iraq, Afghanistan, Kuwait, Georgia, Djibouti, and Uzbekistan providing a full spectrum of logistical services ranging from base camp operations and maintenance to airfield operations. LOGCAP operated 74 base camps, 26 forward operating bases, 77 dining facilities, 32 force provider modules, 2 detainee camps, 4 Aerial Ports of Debarkation and 1 Sea Port of Debarkation, 10 Chief of Mission Operations, 7 Multination Coalition Division sites, and 15 ice plants in SWA. In FY04 LOGCAP transitioned from early entry phase support to sustainment in the SWA Theater of Operation. The movement to sustainment is expected to accelerate in the coming year. Over the past couple of years LOGCAP has grown from a \$100M program to over \$15B total over the period of time it has supported wartime operations.

LOGCAP was the subject of considerable Congressional interest in FY 04, with several inquiries and investigations into the performance and billing practices of the prime contractor Kellogg, Brown, and Root (KBR). Despite the investigations, LOGCAP continued to provide proficient levels of oversight and continued to work closely with the Defense Contracting Audit Agency to ensure continued operations and accountability. At the direction of BG Johnson, the AFSC Contracting Division began definitizing LOGCAP task orders. There were 49 LOGCAP task orders that were awarded in an Undefinitized Contract Actions (UCA) status. The division continued to definitize TOs into FY05.

During FY2004, AFSC continued its support of operations on the ground in Southwest Asia. AFSC units, under the control of Logistics Support Element – Southwest Asia and Logistics Element Iraq, sustained our forces in Iraq, Afghanistan, Kuwait, Qatar, Djibouti, Jordan, and other countries. AFSC units in SWA not only executed their LOGCAP and Logistics Assistance Program mission, they went beyond and became the test board for continuing transformation of AFSC missions and responsibilities. APS units in theater began the year expecting Reset would be their primary focus. They ended up executing a series of maintenance and refit mission to support units deploying into combat zones, preparing equipment to supply the new Iraqi Army, adding armor to vulnerable vehicles, and shipping

vehicles to CONUS depots for repair. LSE commanders received and oversaw an increasing number of Forward Repair Activities and service centers forward in the combat areas. These included CECOM facilities to work on computer equipment, radios, and generators as well as TACOM efforts to service HMMWVs and other equipment. In addition, AVCRAD units were assisting in the forward areas with depot and less than depot maintenance support to augment overwhelmed aviation maintenance units. Support activities were located not only at the major base of LSA Anaconda, but also in smaller division sized bases. By the end of the FY AFSC was creating Equipment Support Activity – Afghanistan in order to better synchronize the sustainment efforts forward and provide a single command structure for all AMC forces in theater. In Kuwait, AMC LSE-SWA managed the retrograde of materiel from theater back to CONUS through a vigorous effort of all AMC elements to identify and classify parts and equipment. This effort resulted in cleared desert storage areas around our bases in Kuwait and the return of land to the government of Kuwait and Kuwaiti citizens.

The US Army Joint Munitions Command has also made substantial contributions to sustainment efforts in OIF and OEF. JMC faced unique challenges in theater once ammunition was turned back in. The large quantity of ammunition turned in by troops following the declaration of victory in Iraq created the need for a theater ammunition maintenance/inspection facility. This facility, located at Arifjan began operation in September 2003, working AMCOM missile items. Conventional munitions managed by JMC began processing in November 2003. JMC has supported the Coalition Forces Land Component Command (CFLC) by providing personnel, packaging materials and other supplies to support the ongoing inspection process. This facility has returned over \$80M worth of JMC managed munitions to coalition forces for operational use and training.

Another challenge JMC faced in FY04 was an established Army Ammunition Maintenance requirement of \$25.2M. JMC received \$0.254M in OMA budgeting, and \$0.979M in GWOT funding which was insufficient to fulfill even our most critical requirements. This lack of funding came at an inopportune time when the Army's stockpiles were depleted and many ammunition items were in short supply.

Because JMC encountered stockpile shortages for items that were critical to combat operations, several second source or urgent buys were conducted in FY04 in order to fill critical shortages for ammunition requirements in theater. As one example, JMC began acquisition planning and issued a draft RFP for a new second source small caliber supplier to supplement Lake City Army Ammunition Plant (LCAAP) capabilities. In addition to procuring rounds from LCAAP valued at \$354M, JMC also conducted ten urgency procurements beyond the LCAAP capacity and capability resulting in buying small caliber ammunition rounds from suppliers around the globe. In order to address the shortfall JMC also invested \$28.8M into LCAAP modernization to further improve and increase its capabilities.

JMC's Centralized Ammunition Management (CAM) program, a recently developed program that positions stocks at Army Supply Points (ASP) to better support training, was also an important element supporting OIF. The Centralized Ammunition Management (CAM) mission supported Mobilizations for Operation Enduring Freedom and Operation Iraqi Freedom for both 1st and 5th Army. Mobilization packages were pushed to the units on a frequent basis.

AFSC is also responsible for retrograding contaminated equipment and waste for the Army. The Army Contaminated Retrograde Team (ACERT) continued to provide support for Operation Iraqi Freedom (OIF) throughout FY04. ACERT managed the collection point for contaminated vehicles, radioactive waste, and commodities. ACERT prepared and shipped damaged and contaminated vehicles for CONUS retrograde.

AFSC and JMC missions would not be accomplished without a dedicated workforce that was willing to deploy and perform imperative functions in theater. Numerous civilian personnel within AFSC and JMC continued to deploy to the theater in order to support our missions in Southwest Asia in FY04. Their dedication is remarkable; many have served several rotations, sometimes back to back. However, as the number of TDA positions to be filled in theater has grown and the pool of deployable personnel has depleted, it has become more difficult to fill the TDA in SWA. Along with this issue is the challenge of recruiting personnel for emergency essential positions. As the command continues transformation initiatives and remains AMC's face to the field, it will face workforce recruitment challenges to retain and draw in a more readily deployable workforce.

Transformation

In 2003 AFSC and JMC underwent a series of organizational changes. AMC and Army Transformation leveraged the AFSC to be a Major Subordinate Command (MSC) of AMC and JMC became a subordinate element of AFSC. This was done to reflect the evolving missions of the two commands and the increased importance of the AFSC missions to logistics transformation and the management of logistics to the warfighter. Transformation initiatives continued in FY04. Within AFSC's four primary mission areas, the command has adapted to several new and evolving responsibilities which will be explained in the following summary.

Before OIF and OEF, the APS mission had not gone to war and had not exercised a full download. During early phases of OIF, the AFSC learned many lessons on downloading, staging, and then later, sustaining equipment after issue. AFSC's G-4 Deputy for Logistics, reiterated a concern that had been previously unanswered before the start of the war. "One of the questions that the command had been aware they would one day face is, what happens once (prepositioned) stocks are issued? Who would be responsible for the maintenance and accountability?"⁵ Once equipment was issued in SWA, the question was answered and AFSC gained responsibility for maintenance, repair, and reconstitution operations. Previously, the command never had to sustain equipment or account for materiel once it was issued; once handed off, the receiving unit was responsible. From the beginning of the war into FY04 AFSC has managed all forward repair capabilities and facilities in Iraq and Afghanistan, constantly repairing and returning war equipment to the fight.

In order to conduct sustainment operations, additional repair and maintenance capabilities were needed. By the end of FY04 AFSC had begun establishing Equipment Support Activities (ESA) in Iraq (IZ) and Afghanistan (AF). ESA-IZ's mission⁶ is to provide Command and

⁵ Oral History Interview with Mr. Brian Newman. AFSC History Office.

⁶ HQDA Task Order 1721542Z Jun 04

Control (C2) for all AMC Forward Repair Activities (FRA) at LSA Anaconda (Logistics Support Area) in support of Operation Iraqi Freedom (OIF). ESA-IZ will provide forward theater back-up DS maintenance and critical forward repair activities, manage Add-on Armor (AoA) for three production sites, and maintain Stay Behind Equipment (SBE) lifecycle maintenance and sustainment stock management. Mission responsibilities will also include Theater-Wide Asset Visibility & Property Accountability for SBE; coordination of Commercial Off The Shelf & Rapid Equipment Fielding maintenance; and establishing and maintaining CL VII Sustainment. ESA-IZ reached initial operating capability by Aug 2004 and will reach full operating capability in FY 2005.

In FY04, AFSC, in cooperation with Department of Army and Department of Defense APS Strategic Planning Guidance, began applying lessons learned from OIF. The APS sets were configured and located with the capability of supporting two major contingencies. As the Army began to Reset, the need to modernize and improve the APS program became increasingly important to remain strategically responsive. To reflect the Army's vision of a leaner, expeditionary force, the Army Regional Flotilla (ARF) concept was developed. The new APS strategy has afloat capabilities dispersed geographically in three critical regions providing a new set of modular capabilities designed to provide regional Combatant Commanders with flexible response options. Using regional flotillas can support a whole range of military operations from humanitarian assistance and disaster relief to full scale combat ops. Currently, there are seven brigade sets in APS. Five are on land (one in Europe, three in SWA, and one in Korea) and two are afloat at Guam/Saipan and Diego Garcia. The concept of APS-3 afloat in a single location will give way to three Army Regional Flotillas (ARF) positioned in the Pacific Ocean, the Indian Ocean and the Mediterranean Sea.

AFSC has also managed the growth of the horizontal integration mission. The LOG Assistance program has really grown. What was a few LAOs under LOGSA is now a major program managed by AFSC that provides crucial support to forces in the field. While the continuing missions of ammunition and prepositioned stocks were critical to preparing the force for combat operations, LOGCAP and horizontal integration were drivers in the transformation of AFSC from its IOC and OSC roots. The Army needed faster, more integrated logistics support and a readiness focus to implement the Revolution in Military Logistics (RML).

Throughout 2004 our support to operations in Southwest Asia emulated a modular, expeditionary, and deployable Theater Support Command (TSC) capability. In CONUS, support to units deploying also copied typical TSC support. In FY04 AMC and AFSC worked concept plans with FORSCOM to transform AFSC to assume responsibility for end-to-end logistics support to Army forces and assume command of overseas Theater Support Commands (TSC). AFSC also worked with U S Army CASCOM in the development of applicable doctrine for supporting and sustaining an expeditionary force, modularity and provided membership to Task Force Logistics, all in support of the Chief of Staff of the Army focus areas.

The Ammunition Enterprise continued to develop with the official Memorandum of Agreement, signed 30 Jan 04, between PEO Ammo and JMC. ARDEC's roles/responsibilities were added to the MOU in Aug 04. The MOU captures the operational principles and agreements between the organizations. PMs prepared individual MOUs and these were included

as annexes to the overall MOU. The Ammunition Enterprise was featured in the July-August 2004 Army AL&T publication.

In August 2004, the AMC Commander and the Assistant Secretary of the Army for Acquisition, Logistics and Technology established through an MOA, a Life Cycle Management (LCM) initiative. The objective is to get products to the soldier faster, make good products even better, minimize life cycle cost and enhance the synergy and effectiveness of the Army Acquisition, Logistics and Technology communities. From this, the Joint Ammunition Life Cycle Management Command was formed; aligning the JMC with PEO Ammo. Implementation plans for the LCMC relationships, processes and reporting chains were to be prepared. This will occur for the munitions life cycle management command in FY 05.

The AFSC G3 in conjunction with the AMC Forward Stryker stood up three of the six Stryker Logistics Support Elements Forwards (LSE-Fwds). Two of the three have deployed to Southwest Asia and the third is finalizing its training to deploy in 2005. The process continues with placement of personnel at Stryker Brigades 4-6. The Army announced there would be a seventh Stryker brigade for which an LES will be developed. The G3 was also instrumental in developing a concept of support for modularity of the Army, creating Brigade Logistics Support Teams (BLST). These teams will provide logistics assistance to each of the 48 Brigade Combat Teams. The Logistics Assistance Offices will be retained to provide area support as well as support to the Reserve and National Guard.

The Multi-Functional Support Command (MFSC) stood up in Dec 2002 as a United States Army Reserve (USAR) Program Unit (TPU). The unit was created from excess positions identified from the reorganization of the 19th TAACOM in Des Moines, IA and transferred to Rock Island to support the Army Field Support Command (AFSC). In FY04 the MFSC supported a wide variety of DOD exercises such as Ulchi-Focus Lens, RSOI, Stryker support, and Golden Cargo. MFSC personnel began to actively participate in Operations Center shifts in early summer of 2004. When the Stay-Behind-Equipment mission was assigned to AFSC, the MFSC was considered as the initial military support pending the request for additional TDA slots. AFSC submitted a request for mobilization for specific portions of the unit to support both the Logistics Operating Center (LOC) and the Equipment Support Activity – Iraq (ESA-IZ) for 365 days. Approval of this request was pending at the end of FY 2004, however the MFSC began to make preparations for mobilization.

In interviews with the AFSC command group and directorate chiefs a common theme emerged when asked about challenges the commands are encountering with transformation initiatives. Acquiring new missions has demonstrated the staff's ability to remain flexible and adaptable. However, there are challenges that have yet to be addressed by the changes that have been executed over the past few years. AFSC has been instrumental in assuring soldiers are supplied and equipped in the field, but added mission has stretched personnel and financial resources for both commands over the past 10 years. Funding and personnel have been pulled from the ammunition funding stream and TDA in order to support the growing APS and logistics missions. In order to fully accomplish missions and continue accepting additional responsibilities; the command must work with AMC and address these issues on its path

forward. Transformation will continue in FY05 as the command postures itself for another great wave of change that will support overarching Army Transformation.

Ongoing Support to the Field

In addition to the critical support provided to wartime operations, JMC continued several ongoing initiatives to strategically place ammunition assets. Centralized Ammunition Management (CAM) is a revolutionary process initiated in FY03 to improve support to Army training. With visibility and control of assets at the Ammunition Supply Points and at our wholesale activities, the stockpile management and transportation for training requirements has been streamlined to become more effective and efficient. Transportation support of the Joint Munitions Command's Centralized Ammunition Mission has continued in FY04. The resupply effort was expanded to include 13 former TRADOC sites in addition to FORSCOM installations. JMC is currently in the process of bringing the National Guard sites into the CAM process. During FY04, the AFSC Transportation office coordinated and tracked the movement of 8140 CAM requisitions supporting both regular resupply and mobilization training. On time delivery for CAM shipments in FY04 was 98%. The 8140 requisitions were delivered in 3855 trucks at a total cost of \$9.3M.

In addition to the successful efforts of CAM, JMC's Readiness Directorate carried on efforts of modernizing its munitions readiness assessment tool, the Munitions Readiness Report (MRR) system. MRR was designed subsequent to the September 2001 terrorist attack, provides major elements in the Army with a common methodology for assessing munitions readiness. This year the system configuration continued to develop and has improved in relevancy, accuracy, and timeliness. During FY04 an integrated process team (IPT) developed a new improved near term view for the MRR. The new view provides a clearer picture of war fighting and 150 day training pipeline. In addition to the near term, the MRR is expanding into a new view to reflect out-year requirements rather than the current 24 months only. Also developed was the MRR POM view. Each improvement has improved the visibility of assets.

Working with the Joint Ordnance Commanders Group (JOCG), progress has been made towards a joint munitions reporting capability. The Navy has linked their OIS Naval Forces Readiness Operations Assessment (NFORA) system to the National Level Ammunition Capability (NLAC) system. NLAC is currently a joint munitions asset reporting platform. NFORA is a web-based system utilizing color-coded readiness ratings similar to the Army MRR. The Marine Corps has linked their Ammunition Readiness System (ARS) to NLAC as well. The ARS was designed using the Army MRR as a model and has a very similar look and feel. In addition to these new links, NLAC has duplicated the Army MRR function without a link and that capability is currently being beta tested.

Through lessons learned and benchmarking of Industry/Government best Lean Six Sigma practices, a deployment plan was developed to accelerate the cultural transformation of the command through a long term Lean Six Sigma deployment partner contract. The deployment partner will staff the headquarters and GOGO installations with expert Master Black Belts and Black Belts who will lead projects and train/coach in-house staff in the application of Lean Six

Sigma tools. The object of this partnership is to develop an effective, self-sustaining infrastructure.

While supporting the entire Army and moving forward with transformation, this command's key focus in FY04 was supporting the warfighter in the Global War on Terrorism. AFSC and JMC provided exceptional service and competency to Operation Iraqi and Enduring Freedom operations while executing several new missions. The commands' accomplishments can be attributed to unwavering leadership and workforce adaptability and dedication towards providing support to the forces and personnel overseas. AFSC continues on its path of transformation to establish the Army's desire for an end-to-end logistics capability in FY05. JMC also moves forward as an LCMC, aligned more closely with the PEO for AMMO in order to more effectively support joint initiatives in the ammunition industrial base. In the following annual history the issues and accomplishments discussed within this report will be explained in greater detail.