

U.S. ARMY OPERATIONS SUPPORT COMMAND



ANNUAL COMMAND HISTORY EXECUTIVE SUMMARY FISCAL YEAR 2002

Headquarters, U.S. Army Operations Support Command

EXECUTIVE SUMMARY

OPERATIONS SUPPORT COMMAND FY2002

MG Wade H. McManus Jr. continued as Commanding General of the Operations Support Command (OSC) in FY 2002. MG McManus upheld the command's commitment to provide superior Army logistics and munitions readiness as AMC's face to the field. MG McManus strengthened the organization by bringing a joint outlook to the command and modernizing the logistic foundation.

In FY02, OSC and Field Support Command (FSC) met the challenges of providing munitions to overseas operations. As it supported Operation Noble Eagle and Operation Enduring Freedom OSC proved its ability to project needed equipment and ammunition. Within 96 hours after September 11th, OSC began shipping ammunition. By January 2002, OSC had shipped over 18,000 tons of ammunition to support Operations Noble Eagle and Enduring Freedom and met all required delivery dates. During this time, we supported critical needs such as the 105mm artillery rounds used on the AC-130U gunship for the Air Force Special Operations Command and also expedited production of CXM-7 (the explosive used for bombs). In the months following the attacks OSC demonstrated its ability to maintain effectiveness in its reorganized status.

In early September of 2001, Deputy Commanding General of Operations (DCGOPS) was already in a 24/7 operations mode and was able to immediately augment itself on 11 September to monitor the global situation, coordinate requirements analysis, and manage command force protection.¹ Continuing into FY02, DCGOPS maintained the 24-hour operations center schedule to support Operations Noble Eagle and Enduring Freedom. Early into FY02 the operations center also began preparing for future contingencies in SWA.

Through the several years of this command's transformations a focus on field operations, war reserve readiness, and supplying the Warfighter on a short timeline has become progressively more apparent. Under the command of BG Vincent E. Boles, the FSC's mission has seen importance as it successfully supported forces OCONUS in support of Operation Enduring Freedom and CONUS forces in Operation Noble Eagle.

As the Single Manager for Conventional Ammunition the Deputy for Munitions and Armaments also provided flexible and responsive capabilities for FY02's operations. Installations were challenged by facilities requirements of reserve units mobilized to provide force protection. During FY02 the Services increased DMA's workload by 25%. This was mainly due to 9/11 and the need to heighten homeland defense. Due to the unfolding events, their FY02 budget of \$520 M had to be increased by \$120M.

In the following paragraphs the command's accomplishments and challenges are summarized. The summary touches on our support to Operation Enduring Freedom and Noble Eagle, readiness, production challenges, demilitarization advances, the war reserves, and other important subjects. Each topic is later covered in greater detail in the history of the responsible

¹ Eaton, George, "Command Overview," FY01 OSC Annual History, Page 1.

staff section or command. After this summary each staff section, subordinate command, and installation's accounts of FY02 are featured in individual reports.

OSC's Mission

OSC is the Army's instrument to project and sustain logistics power anywhere in the world. OSC supports the Army's vision by assuring material and unit readiness. OSC synchronizes and integrates sustainment of, and support for, contingency operations through its forward deployed elements. Through FSC the command stores, maintains, accounts for, issues and reconstitutes equipment and materiel for the Army's globally prepositioned stocks. OSC is the Field Operating Agency for the Department of Defense Single Manager for Conventional Ammunition; producing, storing, maintaining, and demilitarizing ammunition for all military services. The command operates a global network of installations, activities, and forward support elements.²

PERSONNEL CHANGES /REORGANIZATIONS

Key Personnel

There was an AMC FWD Far East Change of Command between the outgoing Commander COL Clyde R. Hobby and the Incoming Commander COL Timothy P. Considine at the end of FY01. COL Hobby assumed the Chief of Staff position in June of 2001 until May 2002. COL Gene E. King's assignment was changed to the Chief of Staff within days of arriving due to the retirement of COL Hobby. COL Todd E. Blöse led the DMA.

Reorganizations

The Munitions and Armaments Command stood down and was replaced by the Deputy for Munitions and Armaments on 1 Oct 01. The functional structure of the organization remained nearly the same and now consists of five directorates.

The Human Resource Management center was renamed The Human Resource and Employee Wellness Directorate. This change realigned the OSC Chaplain Unit Ministry Team and Surgeon General offices under HR and EW. The reason for this realignment was to create a "one-stop" shop for human resource needs. HR continued to absorb HR functions of the Munitions and Armaments Command and the Field Support Command.

The Contracting and PARC Center was renamed the Contracting and PARC Directorate and continued its breakdown into four divisions. The Resource Management Center also was renamed the Resource Management Directorate.

The Plans and Concepts Office acquired the new name PEO Integration and Plans and Concepts Office. AMSOS-PI/CI chaired numerous teams responsible for the development of the

² Mission Statement paraphrased from OSC 10-1 and www.osc.army.mil.

strategic mission of OSC. ³ The present Corporate Information Directorate was previously named the Deputy Chief of Staff for Information Management. ⁴

In FY02 the name of the Inactive and Excess Facilities office changed to the Infrastructure Management Directorate. The directorate was organized into four divisions: Facilities and Support Division, Environmental Programs Division, Site Management Division, and the Disposal Division. ⁵

In FY02, the Commanding Generals of OSC and TACOM agreed that HQ OSC would transfer operational control of Rock Island Arsenal, Watervliet Arsenal, and Sierra Army Depot to HQ TACOM. The transfer will take place in FY03.

NATIONAL GUARD DEPLOYMENTS

The events of 11 September kept force protection and National Guard troops busy through the majority of FY 02. Approximately 750 National Guard soldiers were activated for 365 days to provide force protection to 14 OSC installations at the end of FY 01. Soldiers arrived in October 2001 and departed in the summer of 2002. ⁶ In light of an elevated threat level, the OSC Command Group visited installations to review and assess the status of force protection and security programs. OSC tasked installation commanders to address their implementation of, and compliance with, policies governing such measures as verification of the identity of all personnel entering U.S. installations, vehicle inspections, and inspection of identification cards and security badges, etc. OSC assessed each installation on such matters as missions, numbers of civilian and military personnel, current size of security staff, and number of mission essential vulnerable areas (MEVAs).

These assessments were necessary for the Command Group to determine how to allot National Guard troops assigned to augment security at OSC installations. Another important issue that needed to be assessed were accommodations and quality of life issues such as housing, food, laundry, bathing facilities, and materiel concerns such as maintenance support and petroleum, oil, and lubricant (POL) support for deployed troops. If these facilities and services were not available internally, the availability of commercial sources had to be assessed. There were also safety issues to be addressed such as fire protection and medical emergency response.

Each installation had its potential strengths as well as challenges. One of the lessons learned from force protection was that in future deployments it will be important to activate entire units versus just a number of people from a unit. By calling entire units to active duty, the soldiers have the essential support they need in areas such as personnel, communications, operations, supply, etc. in their place of deployment. Rock Island Arsenal's security force was augmented by Charlie Company of the 1-148th Infantry of the Ohio National Guard.⁷ Please

³ AMSOS-PI/CI Report, Page 105.

⁴ Corporate Information Directorate, Page 122.

⁵ Infrastructure Management Directorate, Page 530.

⁶ Human Resource and Employee Wellness Directorate Report, Page 64.

⁷ Kastelic, Kevin. "Operation Noble Eagle and the Resulting National Guard and Army Reserve Deployments." OSC FY02 Annual History. Page 16.

read the “National Guard Deployment” report on page 34 to learn of the challenges, accomplishments, and additional lessons learned from the National Guard deployments.

MUNITIONS READINESS REVIEW

OSC made several important enhancements in the arena of logistical readiness following the terrorist attacks. The Army is now measuring munitions readiness using the standard methodology for measuring unit readiness. AR 220-1 defines four resource areas for Unit Status Reporting (USR). These areas were modified to fit munitions readiness reporting which encompassed both conventional and missile munitions. Rather than applying ratings to a particular Army unit, worldwide requirements and assets as well as the entire industrial base are considered. Each “munition” can be rated for on-hand asset status, serviceability, quality and industrial base capability to produce.

The Applications Division of the Corporate Information Directorate automated the process of measuring munitions readiness. Army leadership used this tool to identify key munitions readiness issues. The Munitions Readiness website was incorporated into the Army’s Strategic Readiness System, which was one of the Army’s Logistics Transformation Task Force initiatives. The process was 100 percent web-enabled and provided access to all dot mil users. Previously, users could only track the size of the stockpiles and costs of the munition. This modification made stockage more understandable to the Warfighters.⁸

The Ammunition Industrial Base Initiative on Munitions Readiness requested that readiness should be framed from a “capabilities-based” approach, not a “POM funded driven” approach, always framing the issues in Warfighter terms. In March 2002, the Joint Logistics Commanders (JLC) directed the Joint Ordnance Commanders Group (JOCG) to work with Joint Staff /J4 and the services to develop readiness reporting criteria for munitions and a process to be employed. The JOCG established a Munitions Readiness Ad Hoc Group to work with DUSD (P&R), Joint Staff, the Services, and the Center for Naval Analysis. This group will assess the current service readiness reporting initiatives and develop a common set of munitions reporting metrics that can support a web-based Joint Staff reporting application. The group is chartered to develop a “best course of action” roadmap with the goal of enhancing joint munitions readiness reporting to the munitions communities, Joint Staff, war-fighter, and service stakeholders.⁹

JOINT ORDNANCE COMMAND GROUP (JOCG) ACCOMPLISHMENTS

Several initiatives have been taken on to recognize the joint nature of OSC’s mission. The Army, Marines, Air Force, and Navy have realized the benefits that the Warfighter receives through combined efforts to supply ammunition at moments notice. In this effort the JOCG is making progress in several areas to bring the services together to provide a strong munitions base and logistic capability.

⁸ Info from Corporate Information Directorate, Page 124 and Distribution/Requisition Division (AMSOS-SNR) of DMA, Page 262-63.

⁹ DMA Report Page 297.

The Joint Aircraft Stores Compatibility (JASC) Subgroup provides a forum for the services to share knowledge and pursue joint efforts to enhance and improve aircraft-stores compatibility engineering processes that support the interface of stores on aircraft and provides a joint-service managing base to prevent duplication of tool kits.

The Industrial Base Management Subgroup is actively involved in Joint Capabilities Assessment Program (JCAP), a web-based information management system designed for joint service application. JCAP is a modeling and simulation approach to support the decision-making process relating to production base issues from a joint services perspective. It allows users to identify inventory location and descriptions, the current and future inventory levels, and draw down of inventory due to conflict. In addition, it provides replenishment simulations of projected wartime and “what if” analyses for industrial base considerations. The subgroup also published the Production Base Plan (PBP) in August 2002.¹⁰

PEO IMPLEMENTATION¹¹

The OSC PEO (Program Executive Officer) Implementation/Integration Office was established to facilitate communication from the Deputy for PEO Ammo to the OSC and vice versa. The focus of this PEO integration office is to establish a business like environment that uses its stakeholders to produce a better product.

The staff of AMSOS-PI/CI chaired numerous teams responsible for the development of the strategic mission of the US Army Operations Support Command. These accomplishments included preparing and presenting briefings, teaching, organizing, marketing, and leading the Command. During the transformation of the Operations Support Command, this office represented the Command at every level of the Army’s Chain of Command (from the highest levels within the Department of the Army to the individual installations and subordinate commands).

PRODUCTION ACCOMPLISHMENTS

Links

A major accomplishment at Lake City AAP was the successful turnaround of the links manufacturing business that was purchased by Alliant Techsystems (ATK) from Valentec in Sep 01. Links are no longer the driver in ammunition production.¹²

M6 Blasting Cap¹³

In August 2001 the Grenade Contracting Team awarded a contract for the M6 Blasting Cap to Stresau Manufacturing, Inc., a small business hub zone contractor. The previous supplier,

¹⁰ Joint Ammunition Office, DMA Report, Page 299-300.

¹¹ Input from PEO Integration and Plans and Concepts Report, Page105 & Business Relations Office Report, Page 91.

¹² Production Directorate, DMA. Page 269.

¹³ Contracting and PARC Directorate Report, Page 46-47. DMA, page 275.

DuPont, last manufactured this item in 1992. Dupont was the only qualified source and was called out as the sole source contractor on the item drawing for the ignition mix. Dupont no longer manufactures the ignition mix, so Stresau will manufacture the M6 using a performance specification instead of the normal design specification. Design Verification Testing (DVT) was a critical part of the specification, as the Government did not fund an effort to qualify a source for the ignition mix. Aberdeen Proving Grounds performed the DVT in the summer of 2002.

The M6 Blasting Cap contract is the first for that item which uses a performance specification (as opposed to a detailed specification and technical data package). The use of the performance specification demonstrates a profound change in the way OSC does business from dictating every detail of an item's production to requiring that an item meet envelope dimensions and functional requirements.

PRODUCTION CHALLENGES

M67 Hand Grenade¹⁴

The M67 Hand grenade is a high fragmentation hand grenade, which is a critical war fighting item to both the Army and the Marine Corps. Production of the grenade ceased in 1994 when the producer dismantled production capability at his commercial facility. Stock levels of the M67 dwindled because the services didn't fund additional M67 requirements until FY 01. The Army identified the shortfall of M67 hand grenades in June of 2000. As a result, the GOGO munitions team had to find a quality producer capable of meeting pressing demands for the M67. In April 2001, OSC's Make or Buy Panel recommended that the Rock Island Arsenal "make" the grenade body. In the same timeframe, DCS AMMO requested OSC look at a Competitive Systems Approach. It was subsequently determined that a systems approach could not be executed because we could not show a 10% savings required by PL 105-135. In July 2001, OSC received approval from AMC via 806 approvals to contract full and open for the grenade body. In October 2001, the OSC Commander made the decision to make the bodies at RIA IAW the Arsenal Act. In December 2001, ASAALT non-concurred with this approach and requested that this procurement action be based on a competition between private industry and the Arsenal.

The current acquisition strategy provides for a Best Value competition allowing RIA to compete against private industry and utilizes Arsenal Act criteria for the Army program. The acquisition strategy, which was developed in 2001, was executed in 2002 with the award of contracts for the LAP at Lone Star AAP, the fuze to Martin Electronics, and the Body to Aerojet. All contractors successfully completed first Articles and pre-production testing. The first delivery from Lone Star, which had been planned for November 2002, had to be slipped by four months due to complications at Aerojet with the in-house phosphate system. Delays were also encountered at MEI due to installation and prove out of a new automated x-ray system used for inspection of the delay column.

¹⁴ Demo/Mines/MICLIC/Grenades/40mm Division (AMSOS-PRD) from DMA report. Page 275.

This case provides an example of how Public Law (Arsenal Act) and Policy (98-1) conflict with each other to the point that it has caused considerable delays in executing an order which the Army needs urgently to meet both training and operational needs. It has also spurred disagreement at the highest levels at OSC, DCS AMMO, AMC, ASAALT, and Congressional members. It has renewed the debate on utilization of the Industrial Base.

M107 Artillery Rounds

OSC entered into an incentive arrangement with American Ordnance (AO) to increase M107 production capacity to meet Army training needs, USMC orders, and FMS orders. AO opened Line 3 at Iowa AAP to increase M107 capacity and provide dedicated capacity for Comp B fill for out year requirements. AO successfully completed First Article Testing at Line 3 in July 2001. AO opened a Comp B M107 facility at Milan AAP, providing a second source for Comp B M107 rounds. ARDEC, in collaboration with AO, started a Comp B Melt Pour Study effort to prepare for FY 2002 switchover from TNT fill to Comp B fill for M107s.

Significant challenges at Iowa AAP were encountered at Line 3 in the production of M107 artillery rounds in FY02. AO encountered numerous difficulties in their attempt to refine a consistent defect free TNT pouring process. Intermittent base separation defects were detected in the poured rounds at a high level. Root cause analysis was performed and the process was revised and adjusted for varying parameters and environmental conditions. The identification of root causes required significant involvement by the government technical community at OSC and ARDEC.¹⁵

FIELD SUPPORT COMMAND ACCOMPLISHMENTS¹⁶

The benefits of using prepositioned stocks as strategic assets became apparent during 2001. At the end of the fiscal year, in support of the Global War on Terrorism, the FSC began planning the shipment of equipment from each of the overseas Army Prepositioned Stocks (APS) sites and several Continental United States (CONUS) locations to Southwest Asia (SWA).

The APS program continued to evolve during FY 02. With the draw down of the three brigade sets in Europe, redistribution of APS-2 Europe equipment to increase readiness of the other APS sites began. The FSC continued to plan the reduction of the facility infrastructure in Europe to support the smaller equipment requirement. Planning also continued for the establishment of the "8th Brigade" at APS Afloat and for adding a mechanized infantry battalion to the APS-4 Brigade set. The FSC also began planning the watercraft restructuring program (WRP), which will relocate critical port opening packages into SWA and Japan. Finally, the FSC started to address the evolution of the APS program to support the Objective Force.

War Reserve Readiness

In FY 02, FSC's Material Management Readiness Integration (MMRI) successfully improved the readiness rate and percent fills for APS-5 units and a variety of APS-3 units

¹⁵ Iowa AAP Report. Page 348.

¹⁶ FSC Report. Page 160.

uploads. MMRI reduced our War Reserve Class II Brigade Set equipment inventory stored at Rock Island Arsenal by \$4.5M to fill shortages.

In addition to normal operations, Material Release Orders (MRO) were processed in support of the Global War on Terrorism.

LOGCAP

LOGCAP missions grew in support of the Global War on Terrorism, supporting requirements in the US Army Central Command (CENTCOM), US Army Europe Command (EUCOM), and US Army Pacific Command (PACOM) areas of operation.

The LOGCAP program provides the Combatant Commander and the Army Service Component Commands (ASCC) with an additional option to fulfill US Army shortfalls through civil contract outsourcing of CS and CSS services and to meet identified engineering augmentation. The LOGCAP contract provides a civil contractor, a Worldwide Management Support Plan (WMSP), 72-hour response capability, and a worldwide database. The contract was designed to provide advanced and deliberate planning capabilities, event execution, FTX/CPX participation, and special studies. LOGCAP takes advantage of global and regional corporate assets and civilian expertise to meet the Combatant Commander and ASCC augmentation requirements. As a direct result of 9/11, LOGCAP underwent a dramatic change in the pace with a distinct change of priority from deliberate planning to current event operations. At the beginning of FY 02, LOGCAP began to plan for immediate forward deployed operations in support of Operation Noble Eagle and Operation Enduring Freedom.¹⁷

CEG-E

CEG-E executed its ongoing mission to increase Army readiness by redistributing equipment. Between Oct 01 and Sep 02, CEG-E repaired equipment to Technical Manual (TM) 10/20 standard and shipped to APS-3 and APS-5 to fill existing shortages, as well as to support Operation Enduring Freedom and the Southern European Task Force (SETAF).¹⁸

The Operation Enduring Freedom Surge Mission was the most complex, time-sensitive, and important redistribution effort ever undertaken by the command. Output was quadrupled through such measures as hiring temporary employees and working double shifts 7 days per week. Over \$50M was allocated for the surge operation. The mission required intensive/detailed coordination with the recipient organization, appropriate FSC G3 Team, FSC Materiel Management Center (MMC), Inventory Control Points (ICPs), LIA, and AMC.

CEG-E and its subordinate units made significant progress in reducing excess supplies, returning much-needed and valuable items to the national inventory. Turn-in of obsolete or unserviceable equipment yielded substantial savings in management and accountability expenses, as well as reducing acquisition costs.

¹⁷LOGCAP, FSC Report, Page 171 &172.

¹⁸CEG-E, FSC Report, Page 176.

CEG-A (Afloat)

In response to the terrorist attacks CEG-A ships were called back to the United States in case of possible combat on homeland soil. After the threat weakened, equipment was needed in other areas. CEG-A successfully conducted the first download of a 2 X 1 Armored Battalion Task Force from a Large Medium-Speed, Roll-on/Roll-off (LMSR) vessel as part of Vigilant Hammer 02 in the SWA AOR. Ninety-nine percent of the equipment disembarked from the ship under its own power. Ninety-six percent of the equipment convoyed to the Equipment Configuration Area (ECHA) with less than .5 percent requiring recovery enroute. Ship download operations and equipment hand-offs occurred within the preplanned allotted timeframes.¹⁹

CEB-Livorno (CEB-LI)

CEB-LI performed the maintenance, supply, quality assurance, and ammunition operations for the largest site of prepositioned war reserve equipment in Europe. CEB-LI provided USAREUR direct equipment support from APS stocks for Enduring Freedom operations that included rolling stock and non-maintenance significant items. All items were issued at TM 10/20 standards to the war fighter.

CEB-LI executed State Department shipments of humanitarian supplies for the Office of Foreign Disaster Assistance. These reimbursable missions had high visibility (including specific mention by the Secretary of State); all were completed on time and to standard.²⁰

CEB-Qatar (QA)²¹

As mobilization ramped towards the Southwest Asia region, the Combat Equipment Battalion of Qatar increased their workload in anticipation of future contingencies. Throughout FY 02, equipment and supplies moved into and out of CEB-QA (a division of AMC FWD – SWA) at a constant pace. Early in FY 02, CEB-QA received containers of IPDS (Inland Petroleum Distribution System) Operational Project stocks bringing the total containers at CEB-QA to 1035. In March 02, IPDS stocks were relocated from CEB-QA to CEB-KU. In Sep 02, CEB-QA prepared and moved the entire Class V stockpile, consisting of 119 20-foot containers each, from Qatar to Kuwait. In addition to IPDS, CEB-QA loaned, issued, or forward positioned nearly 1,000 pieces of equipment from Qatar to CEB-KU, US Air Force Al Udeid Air Base, and elements in Afghanistan, Uzbekistan, and Qatar.

Contractors on the Battlefield

With the growing use of contractors in operations and on the battlefield, there has been concern over their safety and protection. Currently there is a lack of guidance for C2 over contractors on the battlefield, which posed problems for LSE (FWD) Commanders. The C2 alignment of the various contractor and non-AMC support elements also posed challenges for the

¹⁹ CEG-A, FSC Report, Page 182.

²⁰ CEB-LI, FSC Report, Page 178.

²¹ CEB-QA, FSC Report, Page 180.

LSE (FWD) Commanders. Vast numbers of contractors were required to support components on complex systems, which posed serious Force Protection as well as logistics footprint challenges. AMC elements and contractors on the battlefield have habitual relationships to provide logistics support to the Combatant Commander/customers. The doctrine for contractors on the battlefield was still emerging as of this report and there were no clear guidelines establishing C2 for contractors.²²

Logistics Assistance Program Cost Avoidance Program (LAPCAP)²³

LAPCAP is a program designed to capture cost savings/avoidances passed on to the supported customer that are generated by the AMC LAP. Savings and avoidances are generated in numerous ways; examples include correcting a misdiagnosis of a needed repair part, canceling a requisition for an unneeded repair part, or locating a misdirected item in the DRMO and routing it back into the proper supply channels for repair. Additionally, LAPCAP captures hands-on and informal training conducted by the LARs. In the Far East, LAPCAP generated cost avoidance/savings of \$32M and provided personnel with 5,493 hours of training during FY 02.

DEMILITARIZATION

Organic Base Demil

The Conventional Ammunition Demilitarization Program received \$52.827M in FY 02 funding for demilitarization project and program enhancements in addition to \$12.8M FY 00 expiring year monies. This funding purchased demilitarization at organic base installations. Program enhancements included characterization of munitions items to improve our ability to resource and recover key components and materials in our demilitarization efforts. As part of the Resource, Recovery, and Reutilization (R3) effort, TNT was reclaimed for future use at McAlester Army Ammunition Plant, which is an Organic Demil Facility.²⁴

Chemical Demilitarization²⁵

The Tooele Chemical Agent Disposal Facility (TOCDF) continued toxic operations and completed destruction of their entire GB agent stockpile. The stockpile consisted of GB Agent configured in warheads/containers. This was significant from two standpoints. First, it reduced the risk posed by these old munitions and secondly it was accomplished prior to the 2002 Winter Olympics held in Salt Lake City. The timely completion of destruction resulted in the Games taking place during a period when no toxic operations were being conducted. The TOCDF is currently undergoing changeover prior to commencing Agent VX toxic operations.

The Anniston Chemical Agent Disposal Facility (ANCDF), Umatilla Chemical Agent Disposal Facility (UMCDF), Pine Bluff CDF, and Aberdeen CDF completed construction and

²² AMC CONUS Issues, FSC Report, Page 186.

²³ LAPCAP, FSC Report, Page 194.

²⁴ Demil/Maintenance Management Division (AMSOS-SND), DMA Report, Page 265.

²⁵ Chemical Demilitarization Contracting, Contracting and PARC Directorate, Page 48.

launched their systemization efforts in FY01 and 02. At year-end they were waiting for authorization to commence agent trial burns in anticipation of starting full-scale toxic operations.

Korea Demil

A conventional ammunition demilitarization resource recovery and recycling (R3) facility is being planned for the Republic of Korea (ROK). A Demilitarization Facility (DEFAC) Memorandum of Agreement (MOA) was signed April 1999 between USFK and ROK MND (Ministry for National Defense) calling for demilitarization of excess/obsolete US munitions.²⁶

Egypt

In 1995 the Egyptian government approached the U.S. Army concerning the procurement of equipment and assistance in building a facility for maintenance/demilitarization of munitions. These munitions were mostly of U.S. manufacture and were deteriorating in storage. By the end of FY 2002 the facilities were fully operational, providing the Egyptians a means of taking care of their older munitions.²⁷

New Demil Technology²⁸

DAC engineers continued developing the DAC Demil Technology Demonstration Facility on-site at McAlester Army Ammunition Plant (MCAAP). This facility provides the capability to demonstrate a variety of new ammunition and explosives demilitarization technologies. Two demonstration technologies installed in FY01 were extensively tested during FY02. They are a Molten Salt Oxidation (MSO) system, designed by Lawrence Livermore National Laboratory (LLNL) and a Supercritical Water Oxidation (SCWO) System, designed by General Atomics Corporation. DAC engineers and technicians demonstrated both systems using energetic feeds, conducted Reliability and Maintainability (RAM) testing, and implemented product improvements. DAC engineering involvement in these demil technologies will ensure proper systemization, transition and incorporation of the systems into wholesale demil operations.

Another related demil technology that DAC engineers worked to systemize was the Denitrification Plant, R3; i.e., a system for conversion of munitions propellant to fertilizer. This system has been developed by ARCTECH, Inc. Readyng the system for use should occur during FY03. The final output of this process is a product that is mixed with agricultural fertilizers to enhance plant growth. Two other technologies were also completed to near fielding stage. They are the Thin Layer Chromatography (TLC) and the Near Infrared (NIR) propellant analyzer systems. The NIR has gained designation as a standard APE item (APE 1995). Planned use of the TLC and NIR systems include propellant testing to determine stabilizer

²⁶ Demil/Maintenance Management Division (AMSOS-SND), DMA Report, Page 265.

²⁷ APE, DMA Report, Page 267.

²⁸ DMA Report, Page 311.

content and testing to identify unknown explosives. The TLC and NIR are portable; NIR will be fielded in FY03.

AUTOMATION EFFORTS

Process Improvement and Electronic Linking System Support Team

Process Improvement initiatives during 2002 has created some tremendous efficiencies in the short term, and has allowed us to forward project our automation applications towards LMP, AKM and a seamless web based environment. Specific accomplishments to virtual end-state process are as follows: E-MIPR is our Web based AMMO ordering system, which provides our customers a paperless transmission of ammunition orders via a secure web portal that is pre-populated, password protected, multi-user environment, electronic signature authorized, and provides a seamless handshake to our other management modules. This provides all internal data management with the ability to review, track, validate, and accept customer orders. The Cost to Complete module integrates customer program management processes by interfacing with Oracle and Legacy environments to track Bill Of Materials and expenditures by customer order, acquisition planning through close-out, alerts of potential funding shortages, standard and special reports are available in a near real-time environment. These and many more applications are integrated within our Oracle environment, which provides us with COTS compatibility for the future while providing data today. ²⁹

Automation of the Wholesale Stockpile Inventory

The inventory accountability team of OSC developed and fielded the Stockpile Inventory List Comparator Program (SILC). Using a bar code scanner and SILC software a single technician can now count and reconcile that same building in approximately 15 minutes, a job that used to take several hours. Any mismatches are verified by the researcher who then passes the information into SDS and then populates the inventory control listing. This system is expected to provide a 98% cost avoidance. A semi-annual inventory, which used to cost approximately \$954,294, will now cost approximately \$10,880. ³⁰

TRAINING EXERCISES TO INCREASE READINESS

Several mobilization training exercises such as Cobra Gold 02 and Reception, Staging, Onward Movement and Integration (RSOI) 02 were conducted in FY02. These exercises are held each year by different elements of the organization to gain solutions to situations that are likely to surface in an actual logistical movement of material. These exercises result in lessons learned, and enhance OSC's ability to mobilize equipment.

Reception, Staging, Onward Movement, and Integration (RSOI) 2002

The RSOI exercise focused on training the receiving, staging, onward movement, and integration of combat forces deploying to the Korean AOR. Logistics support covering general

²⁹ Operations/Assessment Division (AMSOS-SNO), DMA Report, Page 263.

³⁰ DMA Report, Page 264.

logistics/supply management, depot maintenance, major item equipment technical assistance, civilian augmentation program (LOGCAP), aviation maintenance, and ammunition were provided to EUSA and 19th TSC. ³¹

Golden Cargo ³²

Golden Cargo moved over from Blue Grass AD to Crane AAA and from Milan AAP to Blue Grass AD. In addition to movement of ammunition they also conducted 2400 inspections at Crane. The above tasks were accomplished while providing real world exercise training to over 2000 soldiers to maintain Reserve Component Readiness. Golden Cargo also provided extensive experience in a mobilization scenario to the soldier and installations utilizing new technologies such as Container Roll-on, Roll-Off Platform System (CROPS) and MTMS-FM. All of the above was accomplished in a time frame of less than 30 days with 100% mission achievement. The exercise began on 3 Jun and ended on 28 Jun 2002.

Cobra Gold FY 02 Apr – May ³³

In support of Cobra Gold, AMC FWD-FE deployed personnel from the LAO 25th ID and LARs from AMC FWD-FE by air to Thailand to support Army Forces (ARFOR), US Army forces in the Combined/Joint Task Force (CJTF), and other US and Thai/Singaporean forces as requested. AMC FWD-FE provided Cobra Gold '02 logistics support through centralized command and control of AMC logistics personnel to enhance the combined defense capabilities of Thailand and the United States.

Native Atlas 02 ³⁴

Exercise Native Atlas 02 combined several objectives and was the largest Joint Logistics Over The Shore (JLOTS) exercise to date. AMC downloaded APS-3 equipment (trucks and trailers) and issued all for onward movement. AMC-CONUS participated in Native Atlas 02 at Camp Pendleton, CA. The initial intent was to train on AMC's METL using the entire JTOC-LSE (LSE-REAR at Camp Pendleton and a subordinate LSE-FWD at NTC). AMC CONUS provided C2 for AMC elements, logistics assistance, and assisted with equipment issues and readiness problems.

CONCLUSION

As the Army transforms itself into a leaner force OSC has experienced an equal amount of change. The transformation that began with the shift from IOC to OSC will continue as OSC transforms to the Joint Munitions Command (JMC) and Army Field Support Command (AFSC) in FY03. The command will also witness FSC's mission gain precedence as it will be elevated to a higher level of command and control and the JMC will become a subordinate component of the AFSC.

³¹ FSC Report, Page 195-196.

³² Inventory and Accountability Division (AMSOS-SNI), DMA Report, Page 264.

³³ FSC Report, Page 196.

³⁴ AMC CONUS Logistics Operations, FSC Report, Page 185.

In FY02 OSC worked meticulously to accomplish its mission as AMC's single face to the field for logistics. Accomplishing its mission to revolutionize logistics and readiness, OSC was able to provide seamless logistic systems capability. OSC's motto is to be "On the Line" in any circumstance. OSC successfully supported this mission by generating sustained readiness to meet the warfighter in many fields of operations.