

***2013 Ammunition Hall of Fame Inductee***  
**MG (R) PAUL L. GREENBERG**



Major General Paul L. Greenberg (Retired) is very well known and respected throughout the ammunition community. Over the 34 year span of military leadership in ammunition, he has proven to have made his impact on the ammunition mission. MG Greenberg was born in Chicago, Ill. in 1935. Upon completion of his reserve officer training and undergraduate studies at Texas A&M University in 1959, he was commissioned a Second Lieutenant and awarded a BS degree in Chemistry. MG Greenberg earned his Masters of Science degree in Systems Management, University of Southern California, Berkeley, California, 1979 and his Masters of Business Administration degree, Shippensburg State University,

Pennsylvania, 1979. An authority in the ordnance field, his military career was devoted to the development, production, acquisition, and sustainment of weapons systems, ammunition, missiles, and combat vehicles.

A review of his significant assignments reveals the breadth of expertise he achieved in the Army ammunition mission. He entered active duty in August 1959 as a Nuclear Weapons Instructor, Atomic Weapons Training Group, Sandia Base, New Mexico. He served in the Vietnam War as the first commander of the 191st Ordnance Battalion, and as a Missile Staff Officer, Ammunition Division, G-4, United States Army Vietnam. During the war, he helped to create the requisitioning system for ammunition used in Vietnam by developing and implementing a credit allocation system to manage critically short items. MG Greenberg's other overseas assignments included tours in South Korea and Germany.

Following his tour of duty in Vietnam, he served in a variety of ordnance-related assignments. As Commander he is credited with revitalizing Longhorn Ammunition Plant workload, saving the plant from closure. Between 1981-1984, as Commander of Rock Island Arsenal, he initiated the construction phase of the greatest modernization program of the Army arsenal system since World War II at Rock Island Arsenal.

MG Greenberg worked for the Vice Chief of Staff, United States Army as a highly qualified expert in the field of ammunition logistics from 1984-1985. As Project Manager for Ammunition Logistics, his responsibilities included all ammunition actions from concept design to expenditure or disposal to include: reducing weight, cube and cost of packaging; material handling equipment, rapid rearm through improved packaging; handling techniques and weapon system medication, improving communications and asset visibility, modern transportation and forward battlefield supply. He made significant contributions to the way tank ammunition was packaged, transported and handled, causing the development and fielding of an end opening tank ammo container. The container enabled the Army to move vast tonnages of ammunition faster, resulting in the savings of millions of dollars. Under MG Greenberg's leadership, the team made significant changes in the way tank ammunition was packaged, transported and handled which

enabled the movement of vast tonnages faster, further forward, with dramatic reduction in force structure resulting in a savings of millions of dollars.

As Deputy Commanding General for Procurement and Readiness at AMCCOM from 1985-1987, MG Greenberg ensured readiness for fielded systems throughout the world. He led the way in automation efforts and ‘selling’ the annual ammunition program and budget to the Undersecretary and Vice chief of Staff of the Army. He directed the timely fielding of several new items, including the squad automatic weapon, and the Army's new M9 Bayonet, fielded within 18 months of concept. He was instrumental in closing a record 606 Foreign Military Sales cases during FY 1986, far exceeding other major subordinate commands. He was point man in automating and selling the annual ammunition program and budget to the Undersecretary and Vice Chief of Staff of the Army.

As the Deputy Chief of Staff for Ammunition at AMC and the Director of Ammunition for the Office of the Assistant Secretary of the Army (Research, Development and Acquisition) from 1987-1990, Greenberg was the senior military executive responsible for the \$2 billion ammunition program. He was the first Ammunition Program Executive Officer (PEO) and the Army's central focal point for Army ammunition, as well as the other armed forces. He served as PEO for Ammunition until the position was converted to Deputy Chief of Staff, United States Army Materiel Command (AMC) for Ammunition. He provided DA level policy and planning for research and development, procurement, and production, and mobilization planning for conventional and nuclear ammunition. He testified before both Senate and House Armed Services and Appropriation Committees as Army spokesman on ammunition matters to the United States Congress.

As Commanding General, US Army Armament Munitions and Chemical Command (ARMCOM) from 1990 to 1994, MG Greenberg directed the activities of 35 separate installations in the continental United States and Hawaii. These included two research and development centers; three manufacturing Arsenals; 14 active and 10 inactive ammunition plants and two ammunition depots; three support activities; and the Defense Ammunition Center and School. He managed an annual operating budget of \$5 billion and managed the \$22 billion wholesale inventory of the two National inventory Control Points (NICPS) consisting of over 38,000 ammunition items and 51,000 weapons items for armed services and allies. He served as the SMCA for DOD and headed the Contracting Activity for the command. He managed complex tasks of increasing productivity while facing the task of closing ammunition plants amongst declining budgets and downsizing associated with the end of the Cold War. He was designated as the Single Manager for Conventional Ammunition for Department of Defense and was an expert in every aspect of industrial environmental regulations, remediation and hazardous minimization techniques.

MG Greenberg led AMCCOM during Operation Desert Shield/Desert Storm in the early 1990s. He ordered staffing of the Emergency Operations Center around the clock and held daily meetings with staff and received situational reports on command progress of support to the conflict. Under his direction, Logistics Assistance Representatives (LARS) and AMCCOM employees were deployed to support operations. By the end of the War, AMCCOM had shipped over \$4 billion worth of Class V ammunition. The command managed the transport of 274,000

tons of bombs, 245,000 tons of artillery rounds, 34,000 tons of small arms ammunition, 36,000 tons of mortar, tank and heavy gun shells, and 31,000 tons of other ammunition. Under his leadership, the Operation Desert Storm retrograde mission was completed. As the Department of the Army's Single Manager for Conventional Ammunition (SMCA), it was his responsibility to return ammunition from Southwest Asia after the Persian Gulf War. Because of the large build up and short duration of the war, it was the largest ammunition retrograde in history with 42 ship loads and 19 airlifts returning 270,000 short tons of ammunition, valued at \$6 billion.

Several of MG Greenberg's new initiatives, most notably Performance Incentive Contracting (PIC) and Best Value Acquisition, stressed quality and timely delivery of munitions, armaments, and chemical materiel to the Army and other armed forces over lower price. To receive the most value for the command's dollars, MG Greenberg authorized the formation of Best Value Acquisition Teams (BVATs) to challenge requirements and determine best value to the government. The BVATs eliminated costly duplication and unnecessary requirements.

MG Greenberg also served as Chairman of the first joint AMCCOM and Depot System Command (DESCOM) Commander's Conference. He spearheaded the restructuring of DESCOM, AMCCOM and the Missile Command (MICOM) into the future Industrial Operations Command (IOC) and the Missile, Armaments and Chemical Command (MACCOM), which created efficiencies for the Army.

Possibly, MG Greenberg's most significant contribution was his development and implementation of the only successful Defense Reutilization Program in the country. One of the most perplexing problems facing Army industrial bases then and today is how to keep open valuable Government-owned, Contractor-operated (GOCO) manufacturing facilities which are scheduled to be inactive due to budgetary reductions. Since there was no government work for these plants, MG Greenberg found a way to bring in commercial work, while at the same time protecting the defense industrial base, enhancing readiness by keeping the base warm and retaining key job capabilities, generating revenue in that the government didn't have to pay maintenance costs, and retained government ownership of the valuable property.

Major General Greenberg was instrumental during the period of major downsizing of the industrial base, developed and successfully implemented facility contracting whereby excess capacity at Government Owned Ammunition Plants was made available for conversion to commercial uses. This plan was endorsed by the U.S. Senate which made available \$200 million in FY 1993 to incentivize business development to these facilities in order to restore jobs and improve economics in areas hardest hit by plant closures.

In summary, MG Greenberg's distinguished military service demonstrated several significant contributions to the ammunition mission. He rescued Longhorn Ammunition Plant from the closure list. As Commander of Rock Island Arsenal he initiated the construction phase of the greatest modernization program of the Army arsenal system since World War II at Rock Island Arsenal. As Commanding General of AMCCOM, he provided the leadership during the Persian Gulf War required to supply record quantities of ammunition and other war materiel to combat soldiers deployed to Southwest Asia. As a capstone to his distinguished military career, he devised the only successful Defense Reutilization program in the country for Government-

owned, contract operated (GOGO) ammunition plants that were scheduled for closure. He consistently notified Army and Congress of the demilitarization backlog problems and changed the funding sources from OMA to PAA so that it would receive more support. MG Greenberg created a number of organizations from the ground up to include PM Ammunition Logistics and the Deputy Chief of Staff for Ammunition.

Over the course of his career MG Greenberg received the following awards, citations and decorations: Distinguished Service Medal Legion of Merit (with Oak Leaf Cluster), Bronze Star Medal, Defense Meritorious Service Medal, Meritorious Service Medal (with Four Oak Leaf Clusters), Army Commendation Medal, Army General Staff Identification Badge, Vietnam Service Medal (two), Republic of Vietnam Campaign Medal, Republic of Vietnam Gallantry Cross, Unit Citation with Palm, Army Service Ribbon, Overseas Service Ribbon (4th), Armed Forces Expeditionary Medal and the National Defense Service Medal. MG Greenberg was inducted into the Ordnance Corps Hall of Fame in 1995 and previously served as the president of the Ordnance Corps Association.