

2015 Ammunition Hall of Fame Inductee
JOHN MASENGARB



Mr. John Masengarb served as a valuable leader within the ammunition community from 1964-1996, within the United States Army and Department of Defense during a time of great change for the ammunition mission. Mr. Masengarb was actively involved in all facets of the ammunition business within the Office of the Secretary of Defense (OSD), Department of the Army (DA), Army Materiel Command (AMC), and Joint Munitions Command (JMC) predecessor commands by providing expertise on the joint nature of conventional ammunition business.

Mr. Masengarb's dedication and contribution to the ammunition mission are traced throughout the length of his career. Mr. Masengarb began his career within the ordnance/ammunition sector in 1964 at the U.S. Army Weapons Command (WECOM) at the Rock Island Arsenal as an Accountant for the Procurement Appropriation, Finance and Accounting Division. In 1968, Mr. Masengarb was promoted to a GS-13 into the WECOM Cost Analysis Division as a Program Analyst. His duties included managing life cycle cost studies on major weapons systems and reviewing production contracts at ammunition installations as WECOM and the Munitions Command (MUCOM) merged to form the Armament Command (ARMCOM). In this position, Mr. Masengarb broadened his expertise into ordnance, as he became involved with the ammunition sector, estimating 105mm and 155mm binary chemical rounds used in the weapons systems.

In 1974, Mr. Masengarb was selected as the Associate Executive Director in the Joint Conventional Ammunition Program Coordinating Group (JCAP CG). In the early 1970s, OSD began examining how each Service managed conventional ammunition, and set itself on a path to implement a Single Manager for Conventional Ammunition to gain efficiencies. In 1975, DoD Directive 5160.65 enforced integration of conventional ammunition logistics functions for all military departments to the maximum extent practicable, eliminating unwarranted overlap and duplication; to achieve the highest possible degree of efficiency and effectiveness. As part of the SMCA stand up, the JCAP CG was chartered by the Joint Logistics Commanders (4 star Logisticians within each Service). The JCAP CG was responsible for coordinating, studying, and solving problems that were of joint nature. As part of the JCAP, Mr. Masengarb was responsible for studying and evaluating the best course of actions for implementing the SMCA concept.

He was one of two leaders responsible for creating and publishing the SMCA Joint Service Implementation Plan and its 28 annexes. The implementation plan laid the foundation for successful coordination amongst the Services, as the JCAP negotiated and solved complex ammunition management challenges. The importance of the relationships Mr. Masengarb helped develop and maintain is valued to present day, as we operate under the SMCA structure.

In addition to writing the implementation plan, Mr. Masengarb and the coordinating group worked 74 initiatives aimed at improving management and supply of conventional ammunition. Simultaneously, Mr. Masengarb and his team managed a high level of congressional inquiry and interest, preparing congressional testimony for General Officers to present before the House Appropriations Committee, justifying the mission and assignment of the SMCA mission to the Army. During the first six years of the SMCA approach, cost avoidances in excess of \$662 million were achieved. Mr. Masengarb's SMCA implementation efforts were an integral component of the program's success.

In 1981, Mr. Masengarb was recognized for his accomplishments, leadership, and work ethic by being promoted as the Executive Director for the Joint Conventional Ammunition Program office. He was also selected to lead a joint service initiative group to establish the Executive Director for Conventional Ammunition (EDCA). He wrote missions, functions, job descriptions, completed a TDA, and helped establish the office within the Army Materiel Command. Mr. Masengarb's expertise was further relied on to write and compile the Integrated Conventional Ammunition Procurement Plan (ICAPP). The plan outlined five year procurement programs from all the Services and aimed at providing contractors a better forecast for future workload.

In 1984, the Joint Logistics Commanders reviewed organizational structure, and decided to merge the Joint Technical Coordinating Group for Munitions Development responsible for research and development with the JCAP to form the Joint Ordnance Commanders Group (JOCG). Under Mr. Masengarb's leadership, he created the charter, mission and coordinated all actions to combine the two functions. The group was formally chartered in 1985, and worked to continue forming single Service programs into joint programs.

In 1985, Mr. Masengarb was appointed the head of the SMCA Executive Steering Committee, where he was responsible for continued coordination of ammunition challenges. Mr. Masengarb led efforts to improve data quality associated with lot acceptance tests performed at non-Army facilities, which provided faster release of production quantities to the Services.

In 1988, Mr. Masengarb was promoted to a GS-15 as the Deputy Director of the Defense Ammunition Directorate in the U.S Army Armament Munitions and Chemical Command (AMCCOM). He was responsible for day to day operations at the National Inventory Control Point and National Maintenance Point. He ensured the organization processed requisitions on time, ensured stock availability, and reviewed and balanced procurement programs. His role was critical to executing the entire ammunition mission. Through his leadership the command improved product delivery, quality, on-time performance, and customer response. The serviceability of the ammunition stockpile also increased, making more items available to the Services, and increasing readiness. Mr. Masengarb further contributed to organizational excellence by removing functional community 'stovepipes.' Customer service dramatically improved when inventory managers and production managers formed commodity teams, an organizational restructuring which continues to thrive at HQs, JMC.

Mr. Masengarb also co-led the 1990's "Tiering Study." The Tiering Study examined transportation, out-loading, production and other mission capacities and capabilities at each

ammunition installation. The study gained high visibility, and focused on gaining efficiencies in a period of decreased workload to meet mission demands. Ultimately, the Tiering Study would be a springboard for future ammunition logistics studies (e.g. the Integrated Logistics Study), as the ammunition community continues to determine solutions on how to manage an adequately sized industrial base and improve logistics processes that best serve the warfighter.

For over 30 years, Mr. Masengarb was a recognized expert on the joint issues affecting ammunition management and addressing all facets of the mission to properly analyze, manage, lead, and influence operation of the ammunition industrial base and logistics mission. He provided numerous continuous improvement recommendations to management which resulted in more effective and efficient operations. Of his contributions, his work on implementing the SMCA across all Services was the most challenging and significant impact. The successful negotiation of the major changes in ammunition management, implementing a single manager from four managers, required extensive effort and skill. The success of the SMCA establishment was proven over time and is evident in its continued operation. In his various duty positions, Mr. Masengarb has provided critical expertise and leadership, and is a respected expert and ammunition management professional. Mr. Masengarb is a role model and example for excellence, for our nation and for ammunition professionals and undoubtedly worthy of induction into the Ammunition Hall of Fame. Mr. John Masengarb was recently selected for induction in the 2015 Ordnance Corps Hall of Fame.