

## *2017 Ammunition Hall of Fame Inductee*

### **ALAN BEUSTER**



Mr. Alan Beuster was one of the nation's leading ammunition industrial base experts within the United States Army and Department of Defense. Mr. Beuster was actively involved in all facets of the industrial base business within the Office of the Secretary of Defense (OSD), Department of the Army (DA), Army Materiel Command (AMC), Joint Munitions Command (JMC), Joint Munitions and Lethality Life Cycle Management Command (JM&L LCMC), Program Executive Office for Ammunition (PEO AMMO) and ammunition Program Manager (PM) communities by providing expertise on the munitions industrial base. Mr. Beuster led JMC efforts to provide critical understanding of the capabilities, capacities, and state of the ammunition industry for Army and military service leadership within the Department of Defense. Mr. Beuster's commitment to serving the U.S. Army is recognized by the following synopsis of his contributions to the ammunition community.

Mr. Beuster's dedication and contribution to the ammunition industrial base can be traced throughout his career. After finishing his Engineering degree at University of Illinois, Urbana-Champaign, Illinois, Mr. Beuster began his career within the ammunition sector in 1981 at the U.S. Army Armament, Munitions and Chemical Command (AMCCOM), in Rock Island Arsenal, Illinois. His first position was within the Production Support and Equipment Replacement Office at AMCCOM. His role within the organization was critical to coordination with program managers located at Picatinny Arsenal, New Jersey. In 1985, he was promoted into the Industrial Readiness Directorate as Chief of the Munitions Technical Branch Chief. In 1988, he was promoted again to Division Chief of the Armament and Chemical Branch of the Industrial Readiness Directorate. To build upon his knowledge he returned to school to obtain his Masters of Business Administration degree from the University of Iowa, Iowa City, Iowa. In 2005, he became the Chief of the Industrial Preparedness Division. In July 2009, he was promoted once again to Director the Industrial Support Directorate.

Mr. Beuster was an expert on the facets required to properly analyze, manage, and influence operation of the ammunition industrial base. In the industrial sector of the business, JMC strives to execute a comprehensive engineering expertise to ensure proper industrial configurations, efficiencies, and capabilities to support appropriate levels of production. The industrial management team conducts constant analysis and special surveys to determine if mechanization, capital equipment rearrangement, and other technological improvements can be employed to enhance productivity. As part of the industrial readiness and support teams, he took part in and often led plant examinations and evaluations of functional areas of the Army ammunition plants and conducted on-site industrial management reviews (IMRs) as required. Mr. Beuster provided recommendations to management for improvement actions which have resulted in more effective and efficient operations and assured that corrective actions were implemented. He has worked problem resolution and served as a coordination focal point for technical requirements within the ammunition industrial base. Mr. Beuster has participated with

and assists all other headquarter elements in reviewing, evaluating policies and procedures, and resolving problems related to or impacting operations in the plants. Mr. Beuster provided critical data to commercial and government studies affecting all aspects of the ammunition industrial base and was an expert relied upon across industry and DoD. Mr. Beuster briefed the industrial base on numerous occasions and was relied upon by senior leadership to identify deficiencies and corrective actions. He identified shortfalls to the Army for War Reserve, Oplan and Replenishment requirements. By validating the industrial base capability, he played critical roles in the offset of identified shortfalls.

As the Director for the Industrial Support Directorate of the Joint Munitions Command (JMC), Mr. Beuster was the primary JMC expert on all matters of industrial base posture, size, capacity, utility, and state. Ammunition is a unique commodity that requires technical production accuracy to exact specifications and superior quality levels for the safety of its users. To accomplish this mission, the ammunition industrial base has evolved over time to produce superior munitions for all U.S. military Services and Allies. The challenge for managers of the conventional ammunition base is to create the proper balance between two competing needs – the need to maintain the reserve capacity required to replenish the war reserves after a major conflict and the need to economically meet peacetime requirements. Mr. Beuster was the JMC expert charged with helping our leadership address that challenge.

In 2010, Mr. Beuster was nominated by JMC senior leadership for the 2010 Excellence in Enterprise Integration Award, which was awarded to one industry project team for excellence and innovation in developing and deploying enterprise solutions that have profound consequences on improving the performance and value of their enterprise. His nomination was submitted in recognition of the incredible value the work he has completed on the Single Manager for Conventional Ammunition (SMCA) Industrial Base Assessment Tool (IBAT). The SMC IBAT is a web-based decision support tool that provides supply chain management and decision support information of critical ammunition components and end items across functional organizations to enhance acquisition planning and industrial base preparedness. IBAT provides information relative to the production base that supports the procurement and sustainment of ammunition end items. Mr. Beuster implemented numerous design changes to the existing Integrated Production Base Plan Management System (PBP) in order to meet the future analytical and budgetary needs of the PEO Ammo and ammunition Program Managers (PMs). The IBAT is currently in use and expanding for decision analysis and will facilitate industrial base considerations into acquisition planning.

Mr. Beuster has also improved ammunition readiness by leading initiatives to incorporate industrial base information into the Munitions Readiness Report (MRR). The Munitions Readiness Report has become a highly visible multi-functional tool used by Army leadership to gain a real time reporting view of the ammunition stockpile. The MRR system, designed subsequent to the September 2001 terrorist attack, provides major elements of the Army with a common methodology for assessing munitions readiness. Twelve monthly reports are published accurately and on time, and are accessed by hundreds of MRR customers. But beyond maintenance and operation, the MRR is considered an evolving tool as additional real time information is integrated.

Mr. Beuster's contribution to the MRR involves the addition of the production base rating. This element is one of four ratings used to measure and report the readiness status of conventional ammunition and tactical missiles. In addition to the MRR, the industrial base view provides a web-based, drill down feature showing industrial base mapping of ammunition items. These item maps display specific, end item information, associated component producers and current production issues showing the complexity and interconnectivity of the ammunition supply chain.

As Director, Mr. Beuster was also responsible for the constant monitoring and identification of supply point failures within the industrial base. Analyzing and monitoring potential "choke" points allows leaders to make informed decisions and calculate risk more effectively. Mr. Beuster published versions of the Ammunition Industrial Base Strategic Plan. The plan is a dynamic document that represents goals and tactics to position the industrial base to respond to current and future requirements.

Mr. Beuster also managed the environmental program within JMC. Mr. Beuster oversaw the Hawthorne Army Depot Energy Conservation and Improvement Program Geothermal project, drilling two geothermal test wells based on thermal surveys made at the depot. The sites chosen are within one mile of the existing El Capitan well, which produces 210 degree Fahrenheit water. The objective of the drilling was to locate an adequate reservoir and prove adequate flow rate of water to sustain the plant. At Tooele Army Depot, Mr. Beuster led initiatives to install wind turbines to operate depot operations.

As chairperson of the Industrial Base Management Subgroup, Mr. Beuster led endeavors with the Air Force Industrial Base Panel to formalize cooperation between these groups. This Industrial Base Planning information will be a valuable tool in helping the Air Force Decision makers in accessing the health of their Industrial base and ability to meet peacetime and emergency demand requirements. Mr. Beuster participated in the Industrial Committee of Ammunition Producers.

Mr. Beuster made a substantial impact on the planning and execution of the government's BRAC initiatives. In May 2005, Base Realignment and Closure (BRAC) affected six sites within the ammunition community. In total, there were 17 production and nine logistics functions/ capabilities identified for relocation. Some of the identified included major relocation projects such as the closure of Riverbank Army Ammunition Plant and the relocation of its capabilities and production lines to the Rock Island Arsenal. Mr. Beuster's expertise was important to the smooth and successful execution of these relocation and closure projects for the Army.

In 2005, Mr. Beuster was awarded the William R. Mosley award at the National Defense Industrial Association meeting for his lifetime contributions to the industrial sector. In June 2008, Mr. Beuster was awarded the Major General Paul Greenberg Award from the National Defense Industrial Association during a June 2008 ceremony. The Greenberg Award is given to a person for lifetime contributions to the ammunition industrial base. Mr. Beuster is selected for 2017 induction into the Ordnance Corps Hall of Fame and the Ammunition Hall of Fame.