

2021 Ammunition Hall of Fame Inductee

KATHY GEORGE-READING



Mrs. Kathy George-Reading served as the Director of the Logistics Integration Directorate within HQ, Joint Munitions Command. Her directorate's mission executed and managed the Single Manager for Conventional Ammunition (SMCA) and the primary entry point for all ammunition logistics supply chain integration requirements. This mission supported ammunition stockpile management, to include supply, storage, inventory and accountability, and demilitarization (demil) of conventional ammunition. In this position, her organization served as the command's primary entry point for all customer supply requirements and issues. Her responsibilities included the accountability and storage of over of conventional munitions, demilitarization and Ammunition Peculiar Equipment, transportation, ammunition depot automation and stockpile management at the retail level, focusing on CONUS training resupply, mobilization training (MOB), ammunition basic load (ABL), and operational load.

Her accomplishment includes the vision of the Integrated Logistics Strategy (ILS). She was an instrumental force in the inception, coordination and integration of ILS. This effort was a combined government and contractor, George Group, effort. The strategy goal was to achieve an operating optimum balance among inventory, workload, and outload requirements. An imbalance among these three caused to government to incur risk and operating inefficiencies. This strategy improved network efficiency without sacrificing readiness. The strategic framework codified in this effort aims to improve both efficiency and readiness for all the Services. This strategy interfaced with and integrated requirements of the Program Executive Office/Program Managers, Army Materiel Command and other services. The framework for ILS was divided into three phases:

-Phase I - Constraints and issues – Key constraints and issues that limit the speed or impact of the ILS – the degree to which we obtained an optimum solution. The ILS playbook served as a starting point toward addressing these items.

-Phase II - Strategic framework – Presented framework for addressing key strategic and operational decisions, guides identification of a preferred future state and guides transition toward that state.

-Phase III - Implementation and ongoing management – Described key implementation elements, explains how the framework was used to guide planning and decision-making during the programming and budgeting cycle, and addresses measurement and governance.

This effort optimized the solution from a DoD perspective by supporting the supply of ammunition to support all Service Training and Contingency Outloading and providing optimal integrated warfighter stockpile and logistics solutions. The formal role in this endeavor was to

provide oversight, decision-making, and strategy execution to the depot network, attempting to optimize its resources to provide top-quality customer service to the Warfighter. The ILS has a clearly defined future state that can be identified and communicated. This strategy is still being used today.

After utilizing the basis of ILS, she led the efforts to expand the scope to include interactions with non-ammo and non-logistics missions for the Enterprise – Integrated Logistics Strategy (E-ILS). The goal was to integrate/optimize supply depot operations (SDO) and non-SDO missions to create efficiencies, develop financial and operational metrics and define and develop risk measures.

Mrs. George-Reading was a valuable player within the Munitions and Logistics Readiness Center. Her knowledge and expertise successfully deployed numerous initiatives to include Centralized Ammunition Management (CAM). Shortly after 9/11, the Army was experiencing critical supply/delivery shortages of many families of ammunition. In 2002, the U.S. Army Force's Command (FORSCOM) Commander challenged JMC to manage the ammunition basic load at the CONUS Ammunition Supply Points (ASPs) under a concept called Centralized Ammunition Management (CAM). JMC transformed an ammunition demand requisition process to that of a forward-focused supply chain management process similar to that of commercial producers. Today, CAM is a mature, embedded logistics process. CAM functions as the CONUS Material Management Center (MMC) supporting all CONUS units across the ASPs. Now, the command has visibility of ammunition training requirements and unit on-hand assets. We are able to deliver ammo that meets unit training needs while striving to decrease excess inventory at the ASPs. More importantly, we have increased our delivery effectiveness from 70% to 99.7% for regular training and 100% for mobilization training. We are better able to rotate stocks throughout the CONUS base. The units' requisitioning process was streamlined and this has an indirect, but important effect of improving Soldier dwell time.

Another initiative was Golden Cargo. Golden Cargo is a national, functional exercise within the DoD that links Reserve and Guard Forces with real world ammunition logistics operations and training opportunities. Golden Cargo was the only training exercise where Reserve and Guard Forces are able to handle live ammunition and gave Commanders the opportunity to develop, plan and track real-time shipments of cargo and sustainment requirements in a real world environment. The team identified the mission, provided the Reserve and Guard Forces with hands on training, which, in turn, provided support to JMC/DoD with ammunition requirements. With that focus, the team linked Army Reserves and National Guard with ammunition logistics operations, supported Army Force Generation (ARFORGEN) and provided full immersion Mission Essential Task List training opportunities for troops. As a result JMC, repositioned ammunition in accordance with the ILS and saved \$4M. JMC continues to support Army Reserve and National Guard units today to support mission requirements.

Through her leadership, she was on the forefront of 2D Bar Coding, Yearly Supply Depot Operations Assessments worldwide, and established a Project Management Office (PMO) that was charged with directing JMC's Ammunition Depot Automation (ADA) to ensure the

collaborative integration of automation and enabling technologies into the ammunition logistics life-cycle business processes.

Her organization embraced continuous improvement. She held several Value Stream Mapping (VSM) sessions and initiated and completed several green and black belt projects. She constantly strived for continuous improvement in all aspects of the supply chain. One black belt project "mined" Condition Code E assets that could be directly issued for use or quickly processed for issue to the Warfighter. This project resulted in a \$13M cost savings as assets were returned to the serviceable stockpile. She also held VSM sessions outside of the organization to include those with the Military Surface Deployment and Distribution Command and Military Sealift Command on vessel sustainment operations.

In earlier years of her ammunition career, she assisted in the installation and prove out of the White Phosphorous (WP) plant at Crane Army Ammunition Activity and trained personnel. This facility is still demiling WP rounds today. She published the Conventional Ammo Demil Master Plan, which was endorsed by DA for distribution to Congress. She authored the draft DoD policy that determines when ammo should be considered as hazardous waste. She served as a technical advisor for DoD to the Federal EPA for Federal Facilities Compliance Act rule making efforts. She was the Army leader in developing policy guidance/implementing instructions for application of RCRA to the ordnance operations. This resulted in a savings of \$20M through avoiding EPA permitting requirements. She served as one of ten DoD members and was the primary functional logistics expert on the Munitions Rule Partnering Team as chartered by the Deputy Undersecretary of Defense for Environmental Security. She completed a two-year partnering effort in 1997 that resulted in negotiated positions between DoD and state regulators. She served as primary lead for the effort to develop a 10-year predictive model for demil planning. She oversaw the effort to award a demil contract which was the first of its kind to dedicate significant quantities of munitions and resources to one initiative. She led the establishment of demil operations in Japan and Korea. She approved the initial Memorandum of Agreement between the U.S. and Korean government to work on site preparation. She let the largest to date, single demil contract, which was a five-year Indefinite Delivery Indefinite Quantity contract award for \$60M with a total of \$328M expected to be awarded during a five-year period. She coordinated and directed for the command the efforts of the Designated Disposition Authority (DDA) Council and team in accordance with the Munitions Rule implementation policy. She championed the effort to recycle TNT back into production.

Mrs. George-Reading's primary focus was always on the Warfighter and ensuring a comprehensive plan for decision makers to use to provide optimal support. She is highly regarded today throughout the Joint Munitions Command, the other Services and other Army organizations for her leadership and foresight. She was Level III certified in Life Cycle Logistics and a Six Sigma black belt. She received the Ordnance Order of Samuel Sharpe, the 2014 Award for Excellence in Ammunition Management, the 2002 John Byrd Award for Excellence in Demilitarization, Achievement Medal for Civilian Service Award and numerous performance and special act awards.