

**US ARMY FIELD SUPPORT COMMAND  
US ARMY JOINT MUNITIONS COMMAND  
EXECUTIVE SUMMARY - FY 2005**

FY 2005 was another year of supporting combat operations in Southwest Asia (SWA) while transforming to meet future Army needs in contingency and peacetime operations. As the Army continued to transform, the US Army Field Support Command (AFSC) and the US Army Joint Munitions Command (JMC) planned its own transformation efforts to maintain pace with sustainment requirements. This resulted in a complex and at times difficult year as the command juggled continued sustainment of the war, addition of new missions, and future plans for standing up Field Support Brigades to better serve Army units around the world.

FY 2005 began with the AFSC forces permanently assigned on three continents and deployed to four. Army Field Support Brigades in North American, Europe, and the Far East continued to act at Army Materiel Command's (AMC) permanently assigned, single point of entry for the Theater. Meanwhile, two Army Field Support Brigades continued to sustain operations in SWA. The Army Field Support Brigade -Southwest Asia (AFSB-SWA), the permanently assigned brigade in SWA, continued to support from both Qatar and the forward location in Kuwait. Simultaneously, AFSB-SWA carried out operations in Afghanistan and Djibouti. AFSB-Iraq continued support to all forces deployed in Iraq.

JMC continued its mission of ammunition life-cycle management and executed the sustainment portion of the Field Operating Activity for the Single Manager for Conventional Ammunition (SMCA) mission. JMC continued working with the Program Executive Office - Ammunition (PEO-Ammo), and their strategic ammunition enterprise partner the Army Research and Development Command (ARDEC). JMC fostered the life cycle management command concept with the integration of acquisition, logistics and technology. During FY 2005, although not formerly stood up, the Joint Munitions Life Cycle Command (JM LCMC) concept further evolved into the Joint Munitions and Lethality (JM&L) LCMC. In FY 2005 JMC increased production of ammunition, continued to push ammunition to SWA and worldwide locations, operated ammunition maintenance facilities in Kuwait, and managed the flow of munitions Logistics Assistance Representatives (LARs) and Quality Assurance Specialist Ammunition Surveillance (QASAS) employees to support combat operations. As part of Base Realignment and Closure (BRAC) 2005, JMC began planning for the closure of five ammunition facilities- Kansas, Lone Star, Mississippi, Riverbank Army Ammunition Plants, and the Red River Munitions Center.

Under the general mission support mentioned above, some of the highlights for FY 2005 are summarized below:

Organizational Changes to Support the Transforming Army:

AFSC has continued to mature into its role as the logistics integrator for all theaters. This growth has been most obvious in SWA as the brigades headquartered at Camp Arifjan, Kuwait and Balad, Iraq have steadily continued to expand in mission, size, and execution. On 1 Oct 2004, four AMC Forward units were redesignated as Army Field Support Brigades (AFSB); this

included AFSB-SWA, Iraq, Europe, and Far East. The Army has clearly demonstrated the growing importance of the AFSBs and AMC's mission in the theater of operations by making the Colonel command position a DA centrally selected position. This ensured that Department of Army (DA) assigns their best colonels to command these units. In addition, in March 2005 AFSBs CONUS East and CONUS West were formed to provide support to forces stationed in CONUS. CONUS East established operations at Ft Bragg, NC while CONUS West set up at Ft Hood. The Mississippi River acts as the boundary of their separate areas of operation (AOR). The Logistics Assistance Offices (LAOs) in CONUS now report to the brigade commander in their respective AORs. At the same time AFSC units supporting the development and deployment of Stryker units from Ft. Lewis transformed into AFSB Stryker, later AFSB Pacific. Official names changes caught up with rapid transformation in August 2005. By the end of FY 2005 AFSC had seven AFSBs providing support to forces in the field. Only AFSB CONUS East and West were completely new - the other five Brigades were simply transformations from the AMC Forward or LSE configuration.

The key aspect of the transformation into AFSBs was the AMC CG's direction that all AMC elements in a theater of operations would report in and operate under the umbrella of the AFSB. Since 2003 more and more AMC elements had moved into SWA and often operated independently of the LSEs. This included representatives from the MSCs, PEOs, and other contractors. While each element in theater to perform required missions, no one person in AMC was responsible for all AMC personnel in the theater. This resulted in knowledge gaps in mission as well as location and accountability of personnel. Transformation into the brigades, with a clear brigade commander, reconfirmed the doctrine of AFSC being the single point of entry to AMC for all warfighters in the theater. The transition was not without conflict. Some elements from the commodity commands and PEOs did not want to report to the brigade commander, especially if they were also led by an O6 Commander. Over time it became clearer that the AFSB was interested in accountability and macro resources and had no interest in interfering with the technical lines of communications. This realization led to less tension.

At the same time the AMC Forwards transformed into AFSBs, the Army Prepositioned Stocks (APS) battalions in the theaters converted their name to Army Field Support Battalions (AFSBns). This transformation was relatively simple for AFSBn Kuwait, Qatar, Livorno, Luxembourg, Eyselshoven, and Hythe; however, at the same time one new element in SWA changed from the Equipment Support Activity - Iraq Zone (ESA-IZ) into the AFSBn- Iraq in March 2005. For the old APS units the change was recognition that the war had significantly transformed their missions. While still responsible for APS, the units were also providing forward maintenance repair, local RESET, and armor upgrades. Other units in Europe were reconstituting APS afloat while drawing down their old Cold War stocks. Livorno was becoming the main power projection platform for Europe, while Eyselshoven and Luxembourg were eyeing complete closure. In CONUS, when COL Glover assumed the responsibilities as Commander, AFSB CONUS East, the old Combat Equipment Group-Afloat was redesignated AFSBn-Afloat. Colonel Glover commanded both units for the time being. At the end of the FY, the future command level of AFSBn-Afloat was unclear.

## New Missions and Resources:

A simplistic focus on the large number of name changes associated with AMC, AFSC, and logistics transformation can mask the reality of the growth in mission for AFSC. The AMC CG called AFSC his 911 responder. Whenever a new mission or difficulty in Army logistics transformation created mission gaps, AFSC was most often the AMC unit tasked to fill the gap. This reliance on AFSC created significant mission growth without corresponding increases in personnel or fiscal resources. AFSC would grasp a new mission, find a way to meet the needs, and then present requirements for continued support. This support was most often met by funding for contracting efforts. Some efforts were supported through PEO funds, eg. support for Common Remotely Operated Weapon Station (CROWS) fielding, while other efforts required submission of operational needs statements (ONS) and new funding requirements to DA. AFSC was frequently told to take the requirement out of current funds through reprogramming. Sometimes the funds were restored through later supplemental funds, but at other times the decrement was felt by reducing other areas throughout the command. This led to a general worsening of the command's fiscal posture. By year end most funding had been restored, but AFSC was never able to add the number of personnel required to support the new programs. One major exception to the rule is that more of the AFSC command billets have been added to the Centralized Selection List (CSL). This means that AFSC is competing with the rest of the Army to get the best possible officers into our command positions at the brigade and battalion level. Another DA level recognition of the AFSC's growing importance to Army logistics is that in June 2005 the Army G1 changed AFSC military personnel fill priority from 3 to 1, meaning that AFSC now competes directly with war-fighting units for fill of Soldier billets.

## Mission Execution:

While AFSC units continued to go above and beyond in assisting CONUS based units in preparing to deploy as well as mobilizing and demobilizing Reserve Component units, the greatest focus remained on mission accomplishment in the war zones. The biggest effort of FY 2005 was adding armor to as many vehicles as possible. While the HMMWV Add-on-Armor (AoA) program had the greatest visibility, the command also ensured that other wheeled vehicles were hardened throughout the command. Not only did AFSB-SWA and AFSB-IZ directly manage AoA shops in theater, but JMC ammunition plants fabricated armor kits if they had the capability. This was a full press effort to increase the protection of Soldiers who were fighting an insurgency that increasingly relied on roadside bombs and RPG attacks to disrupt convoys and patrolling operations. Small scale efforts to armor the HMMWV began in the fall of 2003 and increased in intensity in 2004. However, in FY 2005 AoA became the theater support structure's highest priority. This was seen in the shift from sandbags and cut plate metal, to rapidly fabricated kits made out of rolled plate armor, to fully designed upgrade kits that included 360 degree protection, bullet proof windows, undercarriage plates, etc. In addition, to meet the increased weight and strain on the system, improvements in power generation, new air conditioners, and beefed up suspensions were also added.

Until April 2005 the AoA program was managed by the US Army Tank-Automotive and Armaments Command (TACOM). In April 2005 the mission was fully transferred to AFSC. Five armoring sites were established in Kuwait. In addition, in Iraq the ESA-IZ established an

armor facility in LSA Anaconda and two more sites in Northern Iraq. Armor facilities in Kuwait eventually achieved a rate of over 500 kits installed per month, while in Iraq over 4,500 over 5,000 armor kits were installed. In addition to HMMWV AoA, AFSC units also installed armor for medium and heavy wheeled vehicles and worked to upgrade armor on tracked vehicles to include the M1 and M2/3. Armor upgrade progress was a clear illustration of the end-to-end logistics sustainment capability provided by AFSC to the Army. From production to installation and issue, AFSC units touched every aspect of the armor upgrade program.

Perhaps the second most important mission accomplished in SWA by AFSC was gaining accountability of Theater Provided Equipment (TPE). By the end of FY 2005, Stay Behind Equipment (SBE) Property Book Teams were emplaced in Iraq and Kuwait providing PBO service for over 1,300 OIF III units. To reflect an improved customer focus, the SBE organization renamed its organizations to Theater Provided Equipment (TPE). Asset visibility and unit deployment data increased significantly for the combatant commander. At the beginning of FY 2005 less than 5% of SBE equipment had theater visibility of war assets. By September 2005 asset visibility was in excess of 85% for all theater heavy equipment. The organizational structure and efficiency of the TPE mission greatly increased with improvements in network computer systems and theater telecommunications. Infrastructure improvements facilitated the PBO teams to adopt a more responsive and customer focused strategy. The establishment of additional teams often deployed forward to remote Forward Operating Bases, enhanced the RIP/TOA process for all OIF III units. By January 2005 the PBUSE TPE property book conversion was completed. This highly successful transformation provided a centralized data storage and retrieval system that achieved asset visibility for \$7 billion and in excess of 381,000 TPE line items. Other CAT V theater provided equipment items such as AOA light, APS LT/HVY, track vehicles, weapons systems, UAH, and ASV were identified in PBUSE obtaining 100% accountability and asset visibility. Mission accomplishment in providing accountability for TPE provides a vital tool for evaluating equipment resources and deployment planning for future follow-on OIF units.

#### Logistics Civil Augmentation Program:

The LOGCAP program continued to mature in FY 2005. While demand for service increased in Iraq, Afghanistan, and for tactical support in Kuwait, some task orders were shed as they converted base support operations in Kuwait to sustainment contracts until becoming the local contracting offices. After over 15 years of existence, LOGCAP is fully integrated into operational planning. Commanders are now confident that LOGCAP can provide required services. LOGCAP has been so universally experienced across the Army due to OIF and GWOT considering LOGCAP has become second nature. LOGCAP has been increasingly seen as a potential source of support for “non-combat” operations. LOGCAP was used to support forces providing disaster relief in Pakistan after severe earthquakes and was considered, though not used, to support relief operations after Hurricane Katrina.

At the end of FY 2005 LOGCAP operated 84 Dining Facilities, 92 Base Camps and 31 Forward Operating Bases, two detainee camps, 18 ice plants, a Seaport and 2 air ports of debarkation (APODs). Over \$5.9 billion was obligated in FY 2005 to provide support to over

170,000 personnel. LOGCAP operational manpower grew to over 50,000 military, DA Civilian, and contractor personnel. Since 2003 LOGCAP has:

- Prepared more than 328M meals
- Washed more than 14.6M bundles of laundry
- Transported more than 600M gallons of fuel
- Delivered more than 21M bags of mail
- Logged more than 100M miles transporting supplies and equipment for the military (with more than 650 trucks on the road on any given day).

The year concluded with early plans of how to move to the next generation of LOGCAP. The LOGCAP IV competition will begin in FY06 and should be awarded in first quarter FY07.

#### Hurricane Response:

On 29 August 2005 Hurricane Katrina struck New Orleans and the coasts of Louisiana and Mississippi. Within days AFSC was in active support of forces deployed to stabilize the area. COL Darryl Bradley established AFSB-Katrina at New Orleans International Airport by 5 September. At the same time, COL Doug Glover deployed AMC Forward-Katrina to Camp Shelby, MS to support operations in that area. LOGCAP was initially requested and a contract signed, but 1st Army subsequently directed the 13<sup>th</sup> COSCOM to execute life support functions. COL Bradley remained in Louisiana through the end of September. COL Glover returned earlier than that to Ft Bragg, but was redeployed in support of Hurricane Rita. The LSEs from the 82nd Airborne and 1<sup>st</sup> Cav Division provided the key forward support as did the LAO office at Ft Polk, La. AFSC assets were not fully utilized during the hurricane response, but the command learned much from the experience about how to integrate in future natural disaster responses as well as other operations within CONUS.

Lone Star Army Ammunition Plant and Red River Army Depot (LSAAP/RRAD) assisted the Federal Emergency Management Agency (FEMA) by providing storage capability for mobile homes. LSAAP provided access to around 500 acres of its 15,000 acre facility where storage and distribution points were set up in September 2005. The contractor Day & Zimmerman provided contractual support for the security and preparation of the storage sites.

#### Ammunition:

The Joint Munitions Command (JMC) also began transformation efforts while sustaining the war. MG Johnson directed the command to begin developing a Joint Munitions Life Cycle Command with an Integrated Materiel Management Center. This eliminated the appearance of duplicate G3 and G4 organizations between the JMC and AFSC. Because the mission was broader than materiel management, the new component of JMC was named the Munitions Logistics and Readiness Center (MRLC) and was operational in July 2005.

The JMC remained the provider of ammunition sustainment operations for DoD and the SMCA. The plants and depots remained focused on supporting the Global War on Terrorism (GWOT).

While some organizational changes occurred, support to forces engaged in GWOT was the top priority of the command. JMC coordinated the over ocean movement of more than 27,918 STONs in support of OIF/OEF. The command also coordinated the airlift of 4,544 STONs of munitions, of which 3,489 STONs supported OIF/OEF. These shipments included over 82 million rounds of small arms ammunition alone. In SWA, JMC continued to manage the maintenance and renovation of ammunition in theater. Working from the “K-Line” at Camp Arifjan, Kuwait, JMC performed maintenance on ammunition in theater that saved DoD both production and transportation costs. In FY 2005 the K Line processed ammunition worth over \$298.5 million. Of that amount, the command was able to reclaim almost \$267 million in munitions.

Perhaps the greatest effort and success of the Ammunition Enterprise in terms of ammunition production was the expansion of small arms ammunition production through volume increases at Lake City Army Ammunition Plant (LCAAP) and awarding some small arms production contracts outside of the Army-owned industrial base. In FY 2005 Lake City produced 1.34 billion rounds of small arms ammunition. This included 1.05 billion rounds of 5.56mm, 196.8M rounds of 7.62mm, 79.4M rounds of .50 caliber and all others at 94.5M rounds. JMC also awarded contracts for 300M rounds of small caliber ammunition to General Dynamics Ordnance Tactical Systems (GDOTS) as its second source supplier. JMC also managed three urgent buy contracts to completion including over 140M rounds of 5.56mm M855 ball and 31.4M rounds of 7.62mm blank. While Lake City produced almost twice as much ammunition in FY 2005 as they did in FY2002, demand continued to increase. During this time, we released \$54.2M to support the planning, development, and execution of modernizing/improving production output at LCAAP. The division provided significant support to a modernization capacity expansion IPT which is working to expand capacity at LCAAP to 1.5B cartridges annually by March 2006, and to modernize existing equipment to mitigate risk of critical production failure.

Small arms ammunition was not the only success story. During FY 2005, we awarded a systems contract for nearly all 40mm requirements. This award was made to two small businesses, AMTEC, Janesville, WI and DSE, Tampa, FL. These two companies are cooperating like partners in a drive to meet contract delivery schedules. The program has made great strides with all parties committed to work diligently for success. As a result of this innovative approach, the 40mm team received two outstanding achievement awards including:

- 1) David Packard Excellence in Acquisition Award from the Under Secretary of Defense Acquisition, Technology and Logistics.
- 2) Outstanding Small Business Program Manager of the Year award from Under Secretary of Defense Acquisition, Technology and Logistics & DOD Director of Small and Disadvantaged Business Utilization (SADBU).

Once ammunition is produced it has to be managed. JMC's Centralized Ammunition Management (CAM) team continued to expand its scope. CAM is a revolutionary process initiated in FY03 to improve support to Army training. CAM has visibility and control of assets Training & Doctrine Command (TRADOC) and Forces Command (FORSCOM) Ammunition

Supply Points (ASP) and at JMC wholesale activities. Because of this visibility and control stockpile management and transportation for training requirements has been streamlined to become more effective and efficient. During FY 2005 the program expanded to include National Guard sites. This brings the number of installations supported to 78 sites. JMC transportation assets coordinated and tracked the movement of 10,659 CAM shipments during FY 2005. On time delivery for CAM shipments in FY 2005 was 99%.

Finally, JMC ammunition Logistics Assistance Representatives (LARs) and Quality Assurance Specialists, Ammunition Surveillance (QASAS) representatives continued to support GWOT. Fourteen LARs or QASAS deployed to theater in FY 2005. Many deployed twice in and almost all have been to theater more than once.

#### Program Executive Office - Ammunition (PEO-Ammo)

The PEO Ammo's achievements and challenges encountered over FY 2005 are important to highlight in this summary. The PEO Ammunition led by Major General Paul Izzo headquartered in Dover, NJ has program and fiscal responsibility for over 200 programs with an average funding stream of over \$2B. In FY 2005 PEO Ammo managed over 956 orders for Service ammunition valued at \$1B. Within the PEO Ammo structure several Program Managers (PM) are responsible for managing specific objectives and missions. The Program Manager for Close Combat Systems (PM CCS) managed over 160 Army programs and 50 items for other Services to include the Spider antipersonnel landmine, Intelligent Munitions System (IMS) antitank mine system, Airborne Surveillance Target Acquisition and Minefield Detection System (ASTAMIDS) and several other important programs. The Program Manager for Combat Ammunition Systems (PM CAS) continued efforts to provide precision guided munitions and smart weapons like the Excalibur XM982 and XM935 Precision Guided Mortar Munition (PGGM) to Soldiers fighting in urban environments.

The Program Manager for Maneuver Ammunition System (PM MAS) provides lethality for the current and future large and medium caliber direct fire close combat. Initiatives included working towards increasing production of small caliber ammunition to wartime requirements through maximizing organic capacity and awarding contracts to commercial suppliers. The PM MAS is also strives to instill new, flexible acquisition practices towards items like the 40mm grenade to create cost reductions and a family systems acquisition strategy. PM MAS established a Medium Caliber Product Manager in July 2005 to manage 20mm, 25mm, and 30mm air and ground platforms.

The Project Manager for Joint Services (PM JS) oversees the Single Manager for Conventional Ammunition (SMCA) mission, demilitarization of conventional ammo, and management of the industrial base. The PM is managing several demilitarization projects with conventional ammo and missiles while addressing the issue of how to gain more demil funding for future years. Several issues with demilitarization will be addressed in FY08-FY13 such as the MLRS rocket system which will present its own set of challenges. Demilitarization is an important issue, as more covered storage space needs to be reopened for ammo stocks.

The PEO Ammunition Industrial Base Office updated the SMCA Industrial Base Strategic Plan - 2015 in January 2005 to capture the initial integration of logistics consideration. The office coordinates and conceptualizes strategies to meet goals of balancing the industrial base and acquisition management risk, transforming to meet current and future requirements, creating incentives for commercial industry to reinvest in capital equipment and processes, and modernizing manufacturing and logistics capacity. The PEO Ammo works with JMC to ensure near and long term war fighter requirements are shaped to the overall conventional ammunition acquisition and logistics strategies.

The PEO Ammo and Program Managers' roles as SMCA partners and in the Ammunition Enterprise is critical to meeting warfighter requirements, modernizing, fulfilling and shaping the industrial base and munitions; demilitarizing unserviceable and older items; and numerous other missions and goals. See the PEO Ammo's entire report in Volume II to further understand the PEO's impact.

#### AFSC/JMC Personnel Notes:

Major General Johnson was promoted to that grade on 15 April 2005. MG Johnson had been in command as a Brigadier General since June 2004. Mr. D. Scott Welker was assigned as Deputy to the Commander in June and Ms. Diana Balmer succeeded him as the Chief of Staff. On 15 September BG (P) Radin relinquished command of the JMC to COL (P) James Rogers. On a more somber note, Ms Linda Villar, an AFSC Logistics Management Specialist was killed at Camp Liberty, Iraq on 2 June 2005. She was the first AFSC employee killed by enemy action in Iraq.

#### Conclusion:

In summation, AFSC and its major subordinate JMC continued to evolve during FY 2005. This evolution was driven by expanding requirements of the GWOT as well as Army Transformation efforts. As AMC's deployable and global organization, AFSC continued to recognize the requirements vacuums created by the war and Transformation, formulate solutions sets, and start execution of new missions. In past years many people questioned if AFSC was up to the task of acting as AMC's "Face to the Field." FY 2005 clearly demonstrated that AFSC "has the DNA" to take on the new missions and not drop any new or old missions. AFSC expects and looks forward to new missions and challenges in FY06. JMC also continues its path of transformation while focusing efforts on supporting all Services and war fighters with the ammo required to sustain global operations.