

DCN: 9978

Army Field Support Command / Joint Munitions Command

Familiarization Brief

20 May 2004





Agenda

PART I: Command Overview

- ✓ **AFSC Mission/Characteristics**
- ✓ **JMC Mission/Characteristics**
- ✓ **JMC Strategic Goals / Vectors**

PART II: Installation Profiles

PART III: Road Ahead

Army Field Support Command



Mission: AFSC provides global logistics and joint munitions essential to the combatant commanders' ability to conduct peacetime and wartime operations.

Main Mission Focus:

- ✓ **Joint Munitions**
- ✓ **Logistics Civil Augmentation Program (LOGCAP) and LOGCAP Support Unit (LSU)**
- ✓ **Army Prepositioned Stocks**
- ✓ **Logistics Assistance Program / Logistic Support Elements**

What We Do:

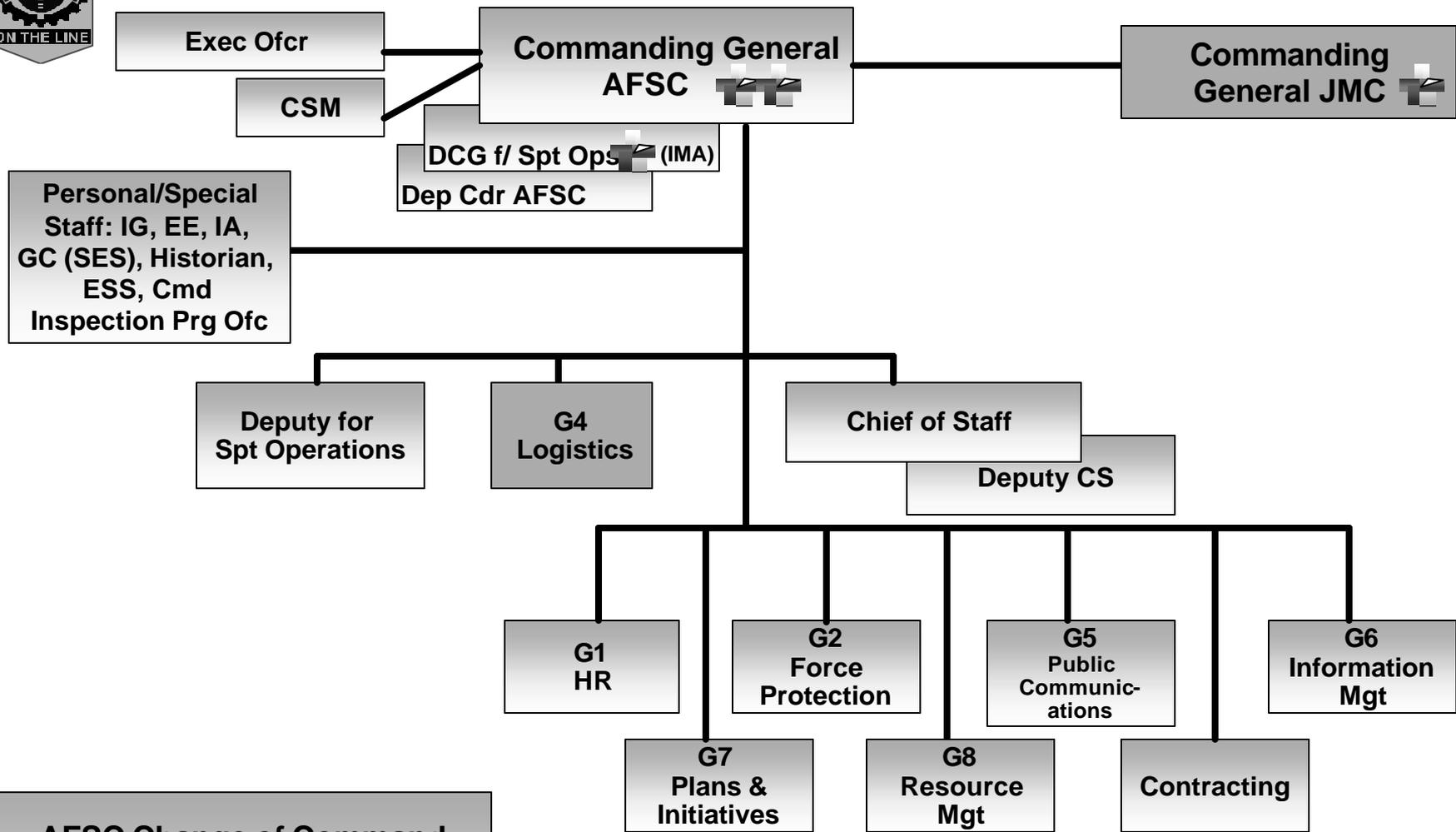
- ✓ **Integrate, synchronize AMC's logistics capabilities 24/7**
- ✓ **Enhance combat readiness**
- ✓ **Provide "end to end" logistics for Army prepositioned stocks**
- ✓ **Support Global Contingency Operations**
- ✓ **Provide CS/CSS force augmentation to Combatant Commanders**
- ✓ **Ensure uninterrupted theater sustainment**

The Global Magnitude:

- ✓ **The AFSC's global logistics mission is located in 17 Countries, 20 States, Puerto Rico, Diego Garcia, and Guam**
- ✓ **The AFSC has a diverse workforce of 160 military, 1500 civilians, 27K contractor personnel**

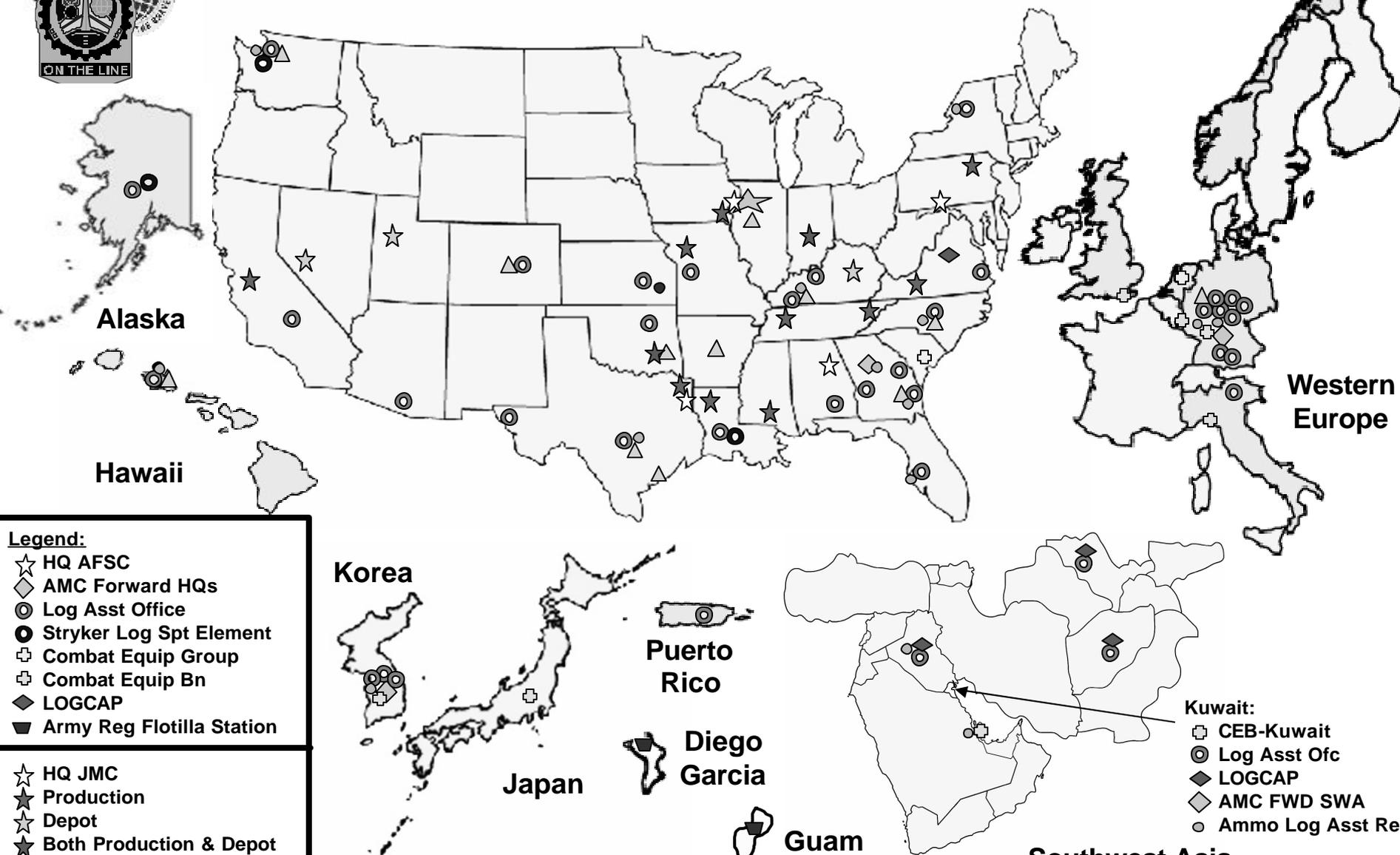


Army Field Support Command



**AFSC Change of Command
11 June 2004
Incoming Commander
BG Jerome Johnson**

AFSC/JMC Global Presence



Legend:

- ☆ HQ AFSC
- ◇ AMC Forward HQs
- Log Asst Office
- Stryker Log Spt Element
- ⊕ Combat Equip Group
- ⊕ Combat Equip Bn
- ◆ LOGCAP
- ▼ Army Reg Flotilla Station

- ☆ HQ JMC
- ★ Production
- ★ Depot
- ★ Both Production & Depot
- ★ Munitions Center (Tenant)
- △ Defense Ammo Center
- Ammo Log Asst Reps

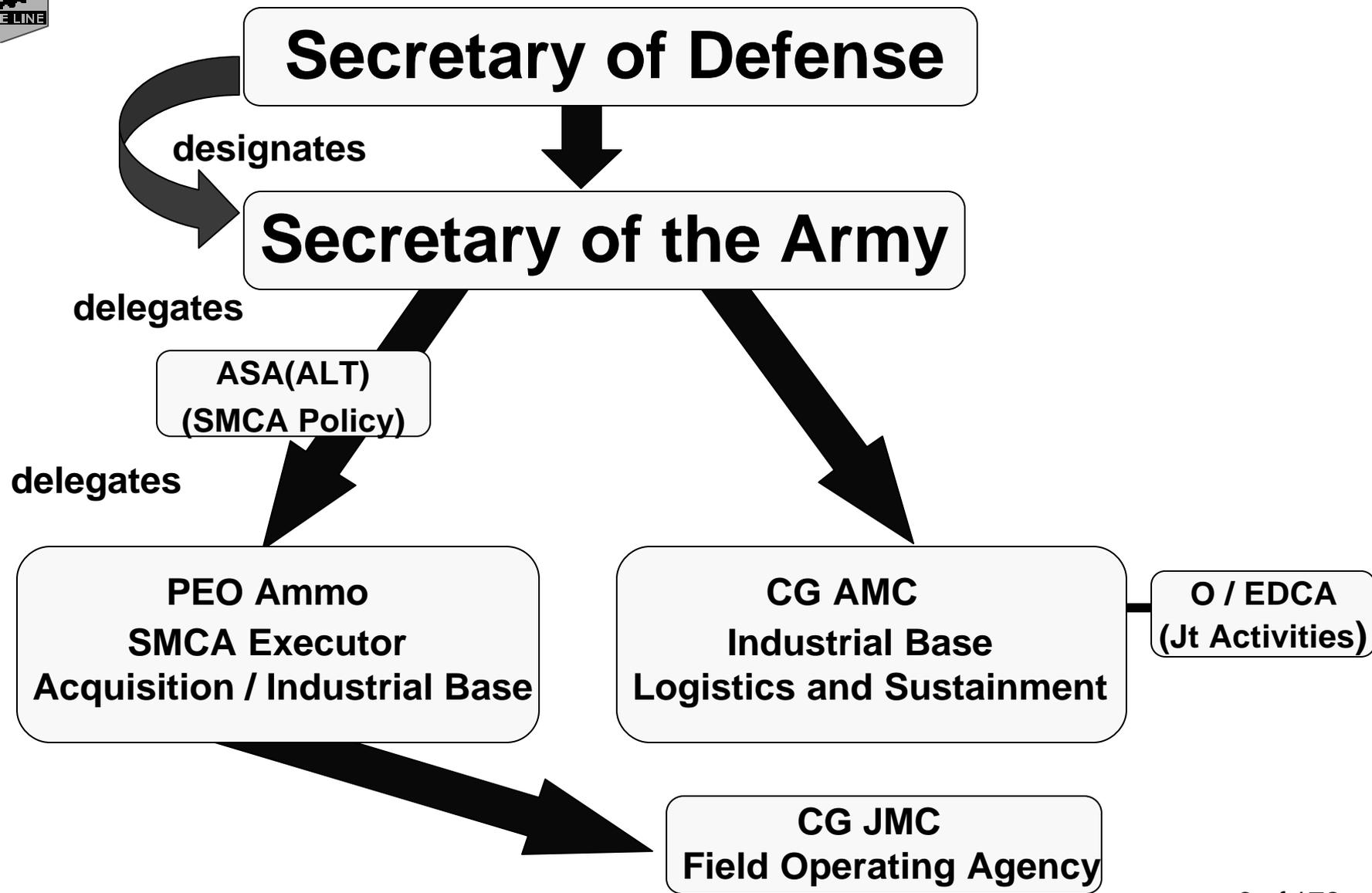
Kuwait:

- ⊕ CEB-Kuwait
- Log Asst Ofc
- ◆ LOGCAP
- ◇ AMC FWD SWA
- Ammo Log Asst Rep

Note: LOGCAP also located in Djibouti, Republic of Georgia, and Philippines
 Log Asst Ofcs also located in Bosnia and Kosovo



SMCA Mission Authority





Joint Munitions Command

Mission: Secure munitions readiness through dedicated professionals providing logistics, industrial capability, and acquisition support to the joint services and allies.

What We Do:

- ✓ Provide conventional ammunition for ALL Services and foreign countries
- ✓ Single Manager for Conventional Ammunition Field Operating Agency
- ✓ Provide Mobilization / Contingency planning & execution
- ✓ Perform National Maintenance Point and demilitarization
- ✓ Conduct readiness inspections & stockpile reliability
- ✓ Support prepositioned afloat assets
- ✓ Assess munitions readiness and industrial base capabilities

What We Manage:

- ✓ Ammunition Enterprise Logistics Operation
- ✓ Worldwide Munitions Readiness
- ✓ Power projection from CONUS Munitions Centers
- ✓ Ammunitions Industrial Base with PEO Ammunition

The Global Magnitude:

- ✓ The JMC is located in 5 Countries, and 24 States
- ✓ The JMC has a diverse workforce of 20 military, 4,100 civilians, and 7,000 contractor personnel



Joint Munitions Command



Commanding General, AFSC
MG Wade H. McManus, Jr.

Commanding General, JMC
BG James W. Rafferty

Navy Liaison

Air Force Liaison

Marine Corps Liaison

Security Assistance

G-3 Operations

G-4 Logistics



Commodity Management Directorate

Centralized Mun Mgt Directorate

Munitions Readiness Directorate

Quality Directorate

ARMS

Ind Base

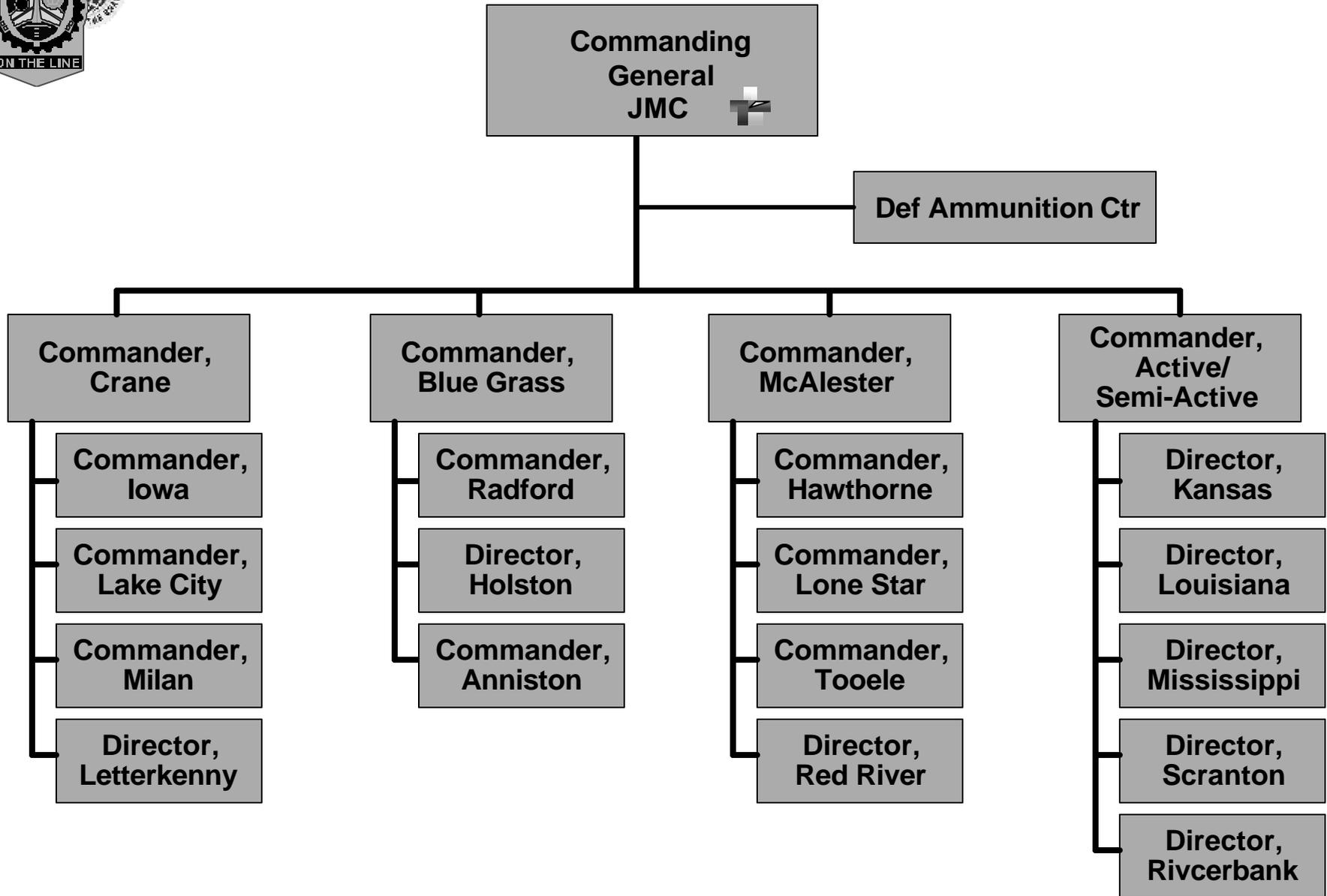
GOGO

Envir / IMA

GOCO



Joint Munitions Command





JMC video

JMC Industrial Base

Working Definitions



✓ **GOCO**: Government-Owned, Contractor-Operated facility is owned by the Government and operated under contract by a non-government, private firm. For the JMC GOCOs are primarily ammunition production plants.

➤ **ACTIVE**: A GOCO installation being utilized regularly for its intended purpose.

➤ **SEMI-ACTIVE**: A work-loaded GOCO installation not used by Army organizations, but maintained as a mobilization base.

✓ **GOGO**: Government-Owned/Government-Operated facility where the government owns and operates all regulated activity. For the JMC GOGOs are stockpile management facilities.

➤ **Depot**: Munitions logistics functions – including receipt, storage, inventory & accountability, inspection, maintenance, outloading, and demilitarization.

➤ **Munitions Center**: Tenant installation providing munitions depot functions.

IN THE FUTURE . . .

✓ **DEFENSE MUNITIONS CENTER**: An installation to Produce, Distribute (Receive/Issue), Store, Inventory, Maintain, & Inspect all Services' Class V Ammunition.



JMC Managed Installations



Legend:

- ☆ HQ JMC
- ★ Production
- ☆ Depot
- ★ Both Production & Depot
- ☆ Munitions Centers



JMC Managed Installations

★ Joint Munitions Command, Illinois

PRODUCTION:

- ★ HOLSTON, Tennessee
- ★ IOWA*
- ★ KANSAS
- ★ LAKE CITY, Missouri*
- ★ LONE STAR, Texas*
- ★ LOUISIANA
- ★ MILAN, Tennessee*
- ★ MISSISSIPPI (Tenant)
- ★ RADFORD, Virginia
- ★ RIVERBANK, California
- ★ SCRANTON, Pennsylvania
- ** Pine Bluff, Arkansas

STORAGE/DISTRIBUTION*:

- ★ BLUE GRASS ARMY DEPOT, Kentucky
- ★ HAWTHORNE, Nevada
- ★ TOOELE, Utah

- ★ LETTERKENNY MUNITIONS CENTER (Tenant), Pennsylvania
- ★ RED RIVER MUNITIONS CENTER (Tenant), Texas
- ★ ANNISTON MUNITIONS CENTER (Tenant), Alabama

BOTH PRODUCTION and STORAGE/DISTRIBUTION*:

- ★ CRANE ARMY AMMUNITION ACTIVITY, (Tenant) Indiana
- ★ McALESTER, Oklahoma

***STORAGE/DISTRIBUTION includes: Receipt/Issue, Storage, Maintenance, Surveillance, and Demilitarization Mission on behalf of all services – Joint under SMCA**

****Managed by Chemical Munitions Activity (CMA)**

Joint Munitions Command...

Supports Joint Warfighters

Supports Joint Training Requirements



**ENTERPRISE
OPERATIONS**

READINESS

**JMC
VECTORS**

**JOINT
INDUSTRIAL BASE**

**CENTRALIZED
AMMUNITION
MANAGEMENT**



JMC's Strategic Objectives

AMC Core Competency:

SUSTAIN THE ARMY

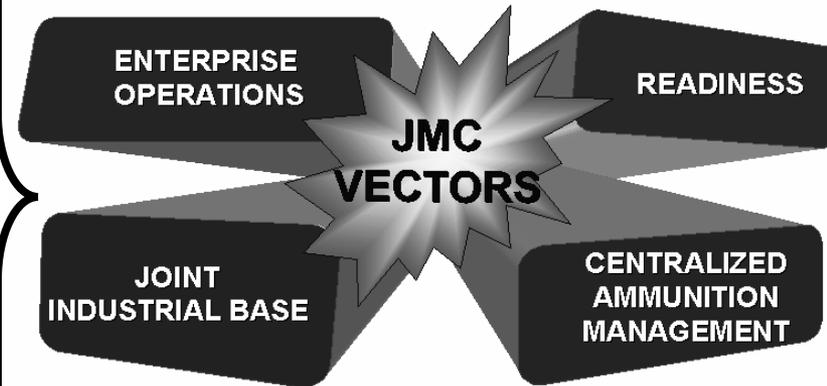
JMC Core Competency:

**SUSTAIN ARMY, MILITARY SERVICES,
ALLIES, & FEDERAL AGENCIES
WITH MUNITIONS**

JMC Strategic Objectives

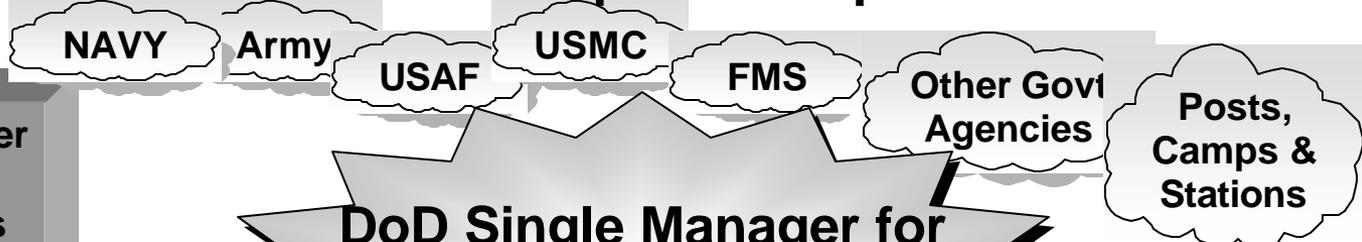
1. Procure Ammunition to meet Joint Warfighter's requirements
2. Provide Munitions Logistics Support to the Warfighter
3. Supply Munitions to sustain the Joint Warfighter's during training and operations

To accomplish these,
we have established 4 Vectors



Joint Munitions Command

Maintaining an Integrated Ammunition Enterprise Perspective



Enterprise Partner for all Strategic Ammo Products and Services



DoD Single Manager for Conventional Ammunition Field Operating Activity

Centralized Ammunition Management

Industrial Base Mgt Implement SecArmy "Way-Ahead"

- ✓ Integrate
- ✓ Consolidate
- ✓ Divest
- ✓ Lease

Reduce Sustainment Footprint

JMC
Defense Munitions Centers

Transportation

Ammo Production

Enhance Strategic Mobility

- ✓ Time Definite Delivery
- ✓ Continuous Seamless Flow
- ✓ Technical & Logistical Support
 - Fully Integrated Logistics

Ammo Logistic Operations

Stockpile Management

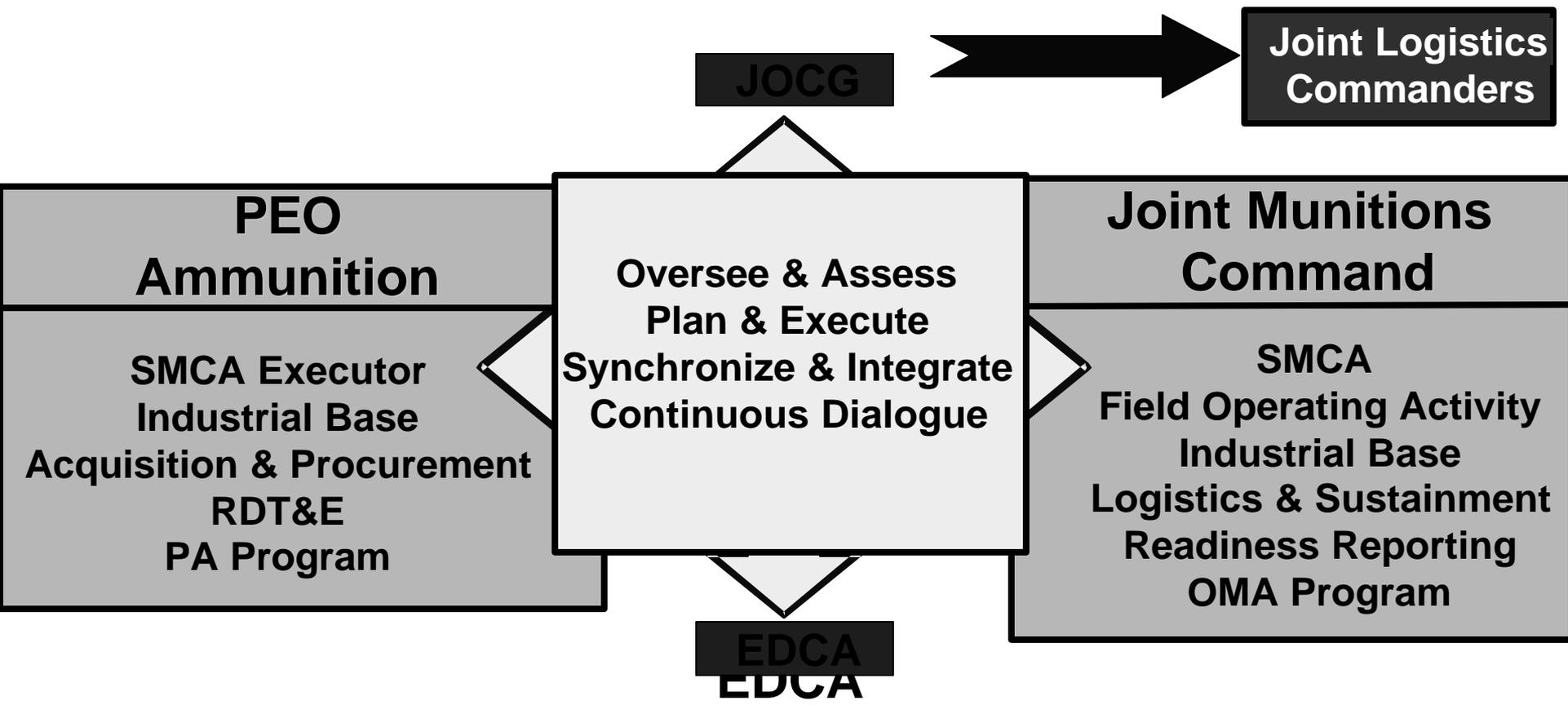
Direct Support from CONUS to the Battle Force or Training Site

Munitions Readiness Reporting



Ammunition Enterprise

Not Just Army... A Joint Collaborative Effort



Army....The Single Manager for Conventional Ammunition (SMCA)

Ammunition Enterprise Responsibilities



MISSION	LEAD	SUPPORT
ACQUISITION		
RDT & E	PEO-AMMO	JMC
Acquisition Strategy	PEO-AMMO	JMC
Hardware Production	PEO-AMMO	JMC
Components for Renovation (Maint Spt)	PEO-AMMO	JMC
APE (Maint Spt)	PEO-AMMO	JMC
PAA Program / Budget / Receive Funding	PEO-AMMO	JMC
Industrial Base	Co-Lead	
LOGISTICS / SUSTAINMENT		
Receipt / Issue	JMC	PEO-AMMO
Storage / Distribution Management	JMC	PEO-AMMO
Inventory / Accountability	JMC	PEO-AMMO
Safety / Security	JMC	PEO-AMMO
Quality Assurance (ASRP / Surveillance)	JMC	PEO-AMMO
Maintenance	JMC	PEO-AMMO
Demilitarization/ Disposal	PEO AMMO	JMC
Transportation	JMC	PEO-AMMO
OMA Program / Budget / Receive Funding	JMC	PEO-AMMO

KEY TO ENTERPRISE: INTEGRATION AND SYNCHRONIZATION



Ammunition Enterprise Process

Technology Development

Develop Ammunition

Acquisition of Ammunition

Production of Ammunition

Stockpile Management

Maintenance Of Stockpile

Demilitarization Of Ammunition

ARDEC	PEO AMMO	JMC
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Integration of Life Cycle Management Supporting Joint Requirements

Ammunition

Enterprise Elements



**Single Manager
For Conventional
Ammunition**

**Munitions
Readiness**

**Stockpile
Reliability**

**Unified
Acquisition
Strategy**

**Execute integrated life-cycle
management through a team of
dedicated professionals who
provide effective, available and
affordable munitions for
Joint Warfighters**

Demilitarization

**Integrated
Supply Chain
Management**

**National
Maintenance
Point**

**Overarching
Industrial Base
Strategy**

**Mobilization/
Contingency Planning
And Execution**

**Storage
And
Distribution**



JMC's Strategic Objectives

AMC Core Competency:
SUSTAIN THE ARMY

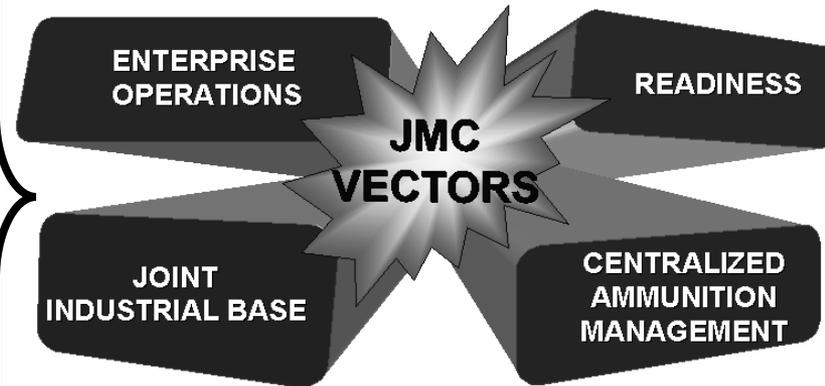


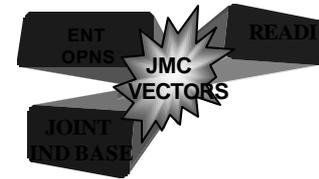
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WITH MUNITIONS**

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we have established 4 Vectors**





Procure Ammunition for the Warfighter

✓ What We Do:

- Ammunition Enterprise Partner
- Production Management
- Contracting
- Product Quality Management
- Quality Engineering
- Program Management/Planning
- Acquisition Strategy/Planning
- Configuration Management
- Budget
- Pricing
- Pricing and Availability Analysis
- Field Operating Activity for Single Manager for Conventional Ammunition
- Transportation to the depots
- Production/Systems Engineering

✓ Government

Manufacturing Sites

- McAlester
- Crane
- Pine Bluff
- Lake City +
- Milan +
- Iowa +
- Lone Star +
- Radford +
- Holston +

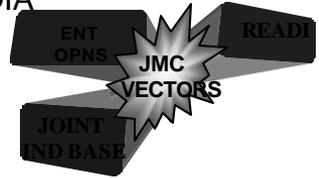
+ Commercial Sites

✓ The Magnitude:

- \$20.4B conventional ammo acquisition cost
- Customers: Army, Air Force, Marine Corps, Navy, Special Operations, FBI, Foreign Military, Department of Energy.
- Approx. 2000 work orders processed
- 1000 budget forms completed
- Approx 3000 contracting actions worked



Commodity Management



Customers Warfighter



PRODUCER

PROGRAM
MGT ORG

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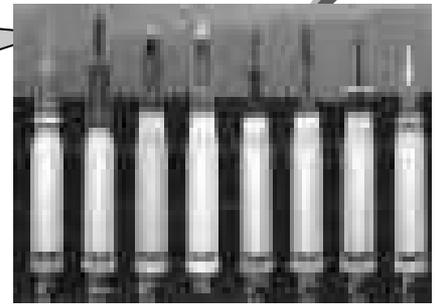
PRODUCTION
SUPPORT

JMC

QUALITY

ACQUISITION
PLANNING

STORAGE

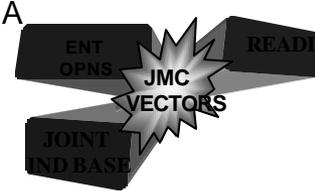


ACCEPTED
END
ROUNDS





Commodity Management

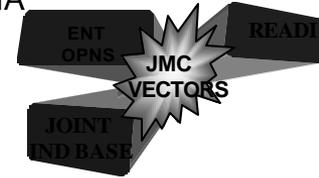


✓ Production Management

- Develop acquisition strategies/plans to best meet customer needs
- Execute acquisition plans
- Monitor/control production at government & commercial sites
- Direct distribution of customer & government furnished materiel
- Analyze production capability and capacity
- Develop, coordinate, implement and adjust production schedules
- Direct issuance of program funds

✓ Key Ammo Programs, Missions and Products

- Budget production planning, documentation
- Production Work Orders
- Production / delivery data base management
- Chair JOCG Acquisition Subgroup



CONTRACTING

Conventional Ammunition

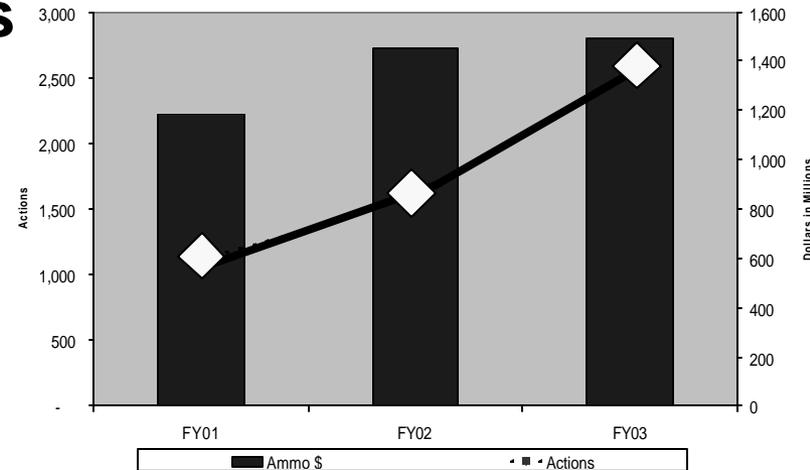
✓ Conventional Ammunition Items

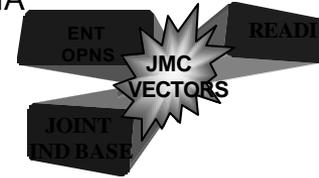
- Tank Ammunition
- Small/Medium Caliber Ammunition
- Artillery, Mortars, Fuses
- Bomb Bodies
- Demolition Charges
- Conventional Ammo Demil

✓ FY03 AMMO Obligations - \$1.4B

✓ Contracting of Gov Owned/Contractor Operated Facility

- Active.....11 Plants
- Semi-active.....2 Plants
- Excess (BRAC).....12 Plants

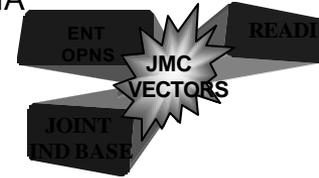




Production Base Management

- ✓ **Industrial Base Management**
 - **Develop Production Base Studies & Strategies**
 - **Detailed planning of critical end items and components**
 - **Capability assessment of producers**
 - **Mapping supply chain management of items**
 - **Development / maintenance of web base application of ammo production base information**
 - **Readiness assessment of production base**

- ✓ **Key Ammo Missions and Products**
 - **Development of U.S / Canada base documentation**
 - **Conduct market surveys / research**
 - **Technical review of acquisition proposals**
 - **Technical support on negotiations**



Munitions Production Facilities

- Ranging from Loaded Components to 40,000# shock charges
- Missile Warhead Production
- 3rd Party Contracts

ACTIVE

- ✓ Crane Army Ammunition Activity*
- ✓ Holston Army Ammunition Plant
- ✓ Iowa Army Ammunition Plant
- ✓ Lake City Army Ammunition Plant
- ✓ Lone Star Army Ammunition Plant
- ✓ McAlester Army Ammunition Plant*
- ✓ Milan Army Ammunition Plant
- ✓ Radford Army Ammunition Plant
- ✓ Riverbank Army Ammunition Plant
- ✓ Scranton Army Ammunition Plant
- ✓ Kansas Army Ammunition Plant

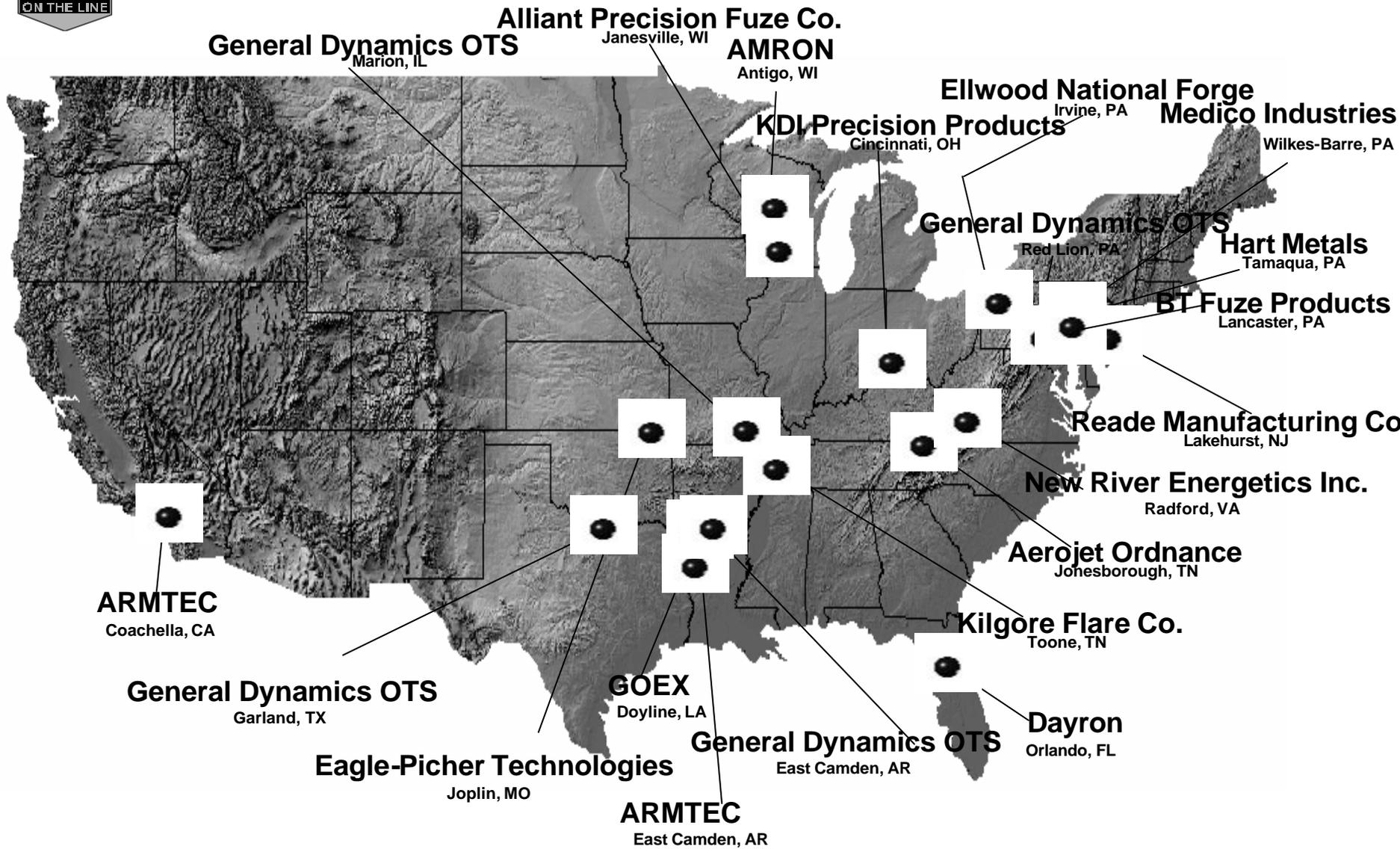
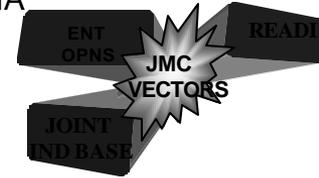
SEMI-ACTIVE

- ✓ Louisiana Army Ammunition Plant
- ✓ Mississippi Army Ammunition Plant

* also active logistics facility

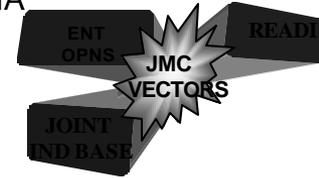


Major Contractor Facilities w/HQ, JMC Prod Oversight





Foreign Military Sales (FMS)



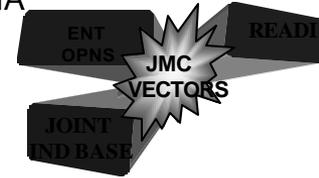
✓ Security Assistance

- Support the US National Security interest by strengthening military capabilities of selected foreign countries
- Implement FMS cases for ammunition, services and equipment
- Manage coproduction programs

- Last 5 years, sold ammunition, services, equipment to 84 countries/ international organizations
- Manage cases for Excess Defense Articles which reduces demil stockpile
- Supporting current operations, war on terrorism
- Supporting cases for the coalition partners
- Designated by PEO Ammo as the Army Primary Office for Non-Standard Ammunition

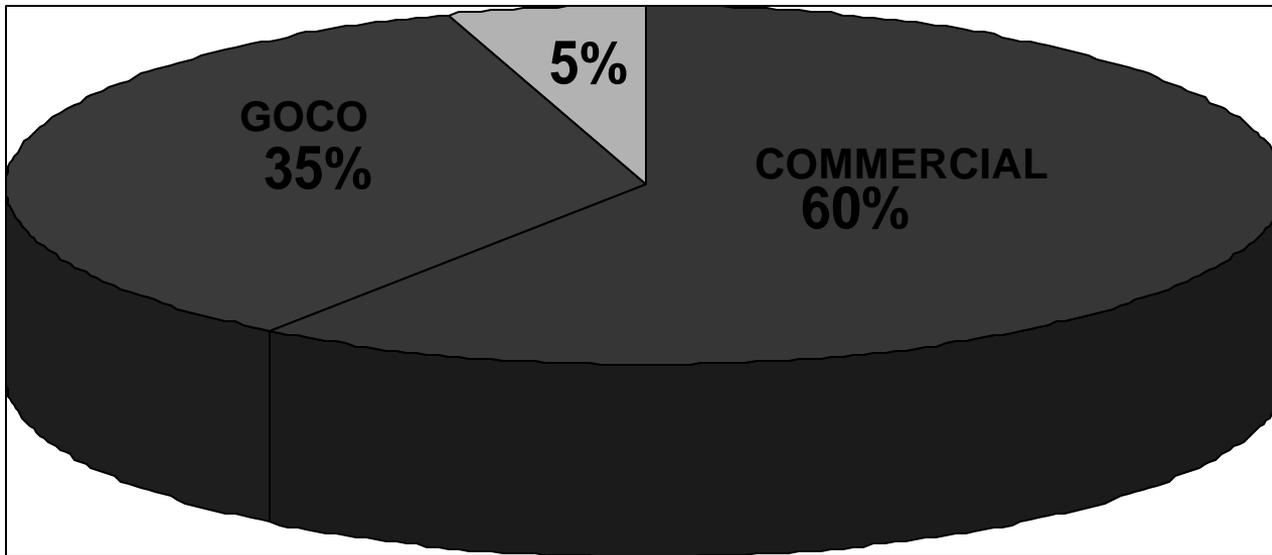
Top 10 Customers:

- Egypt
- Kuwait
- Saudi Arabia
- Israel
- United Arab Emirates
- Republic of Georgia
- Jordan
- Netherlands
- Japan
- Colombia



Organic/Commercial Supply Chain

GOGO



- Contractor Owned-Contractor Operated
- Government Owned-Contractor Operated
- Government Owned-Government Operated



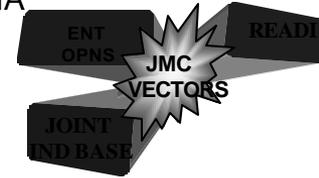
TRANSPORTATION

- Production to Storage -

- ✓ **Review acquisition packages to identify and incorporate transportation requirements**
 - **Applicable DOT and DOD policies and procedures**
 - **FOB origin vs. destination identification**
 - **Explosive vs. non-explosive**

- ✓ **Budget and account for transportation funds**
 - **First destination**
 - **Interim components**

Pricing & Budgeting



Automation of Financial Mgmt

- Automating financial control

Engineering In Support of Production

- Program dollars for technical support

Joint Service Munitions – Financial Mgmt

Budget

- 200+ items; 1000+ P-form documents

Pricing

- Estimating future cost of items

OSD Price Review

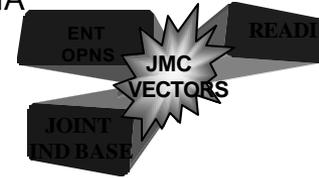
- Pre-work with Office of the Secretary of Defense – Comptroller

Pricing and Availability Assessment

- All customers – 1000+ estimates annually

Cost to Complete

- Financial accountability of customer accounts



Acquisition Planning

FY04 Price & Availability Statements

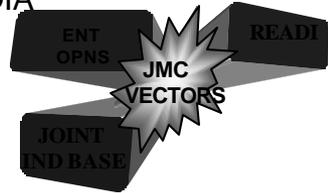
Air Force	97
Navy	86
Marine Corps	58
Other Federal	227
Title X	557
LA Projects	38
	<hr/>
TOTALS	1063

FY04 Planned Orders:

Army	64
Navy	65
Air Force	61
Marine Corps	39
	<hr/>
TOTALS	229

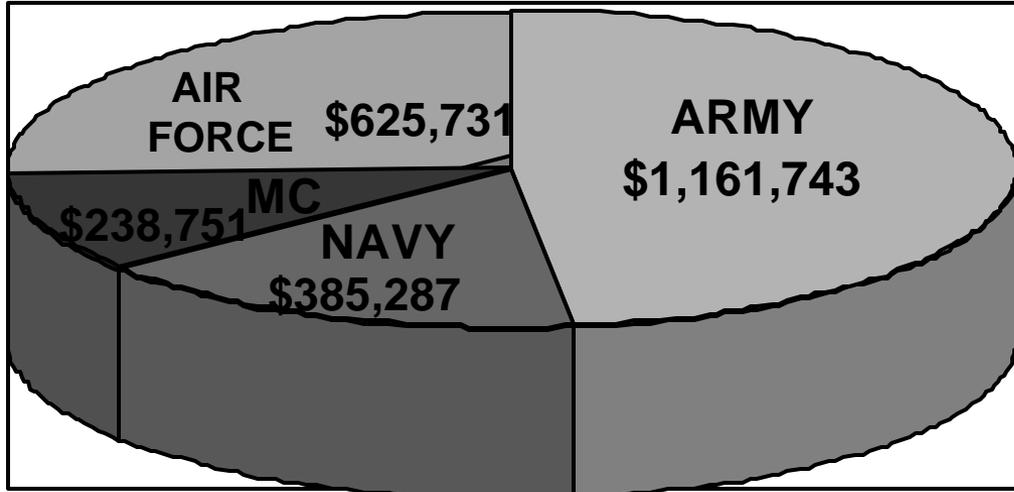
FY04 Planned Funding:

Army	\$613.3M
Navy	\$138.7M
Air Force	\$262.3M
Marine Corps	113.6M
	<hr/>
TOTALS	\$1227.9M



Ammunition Procurements

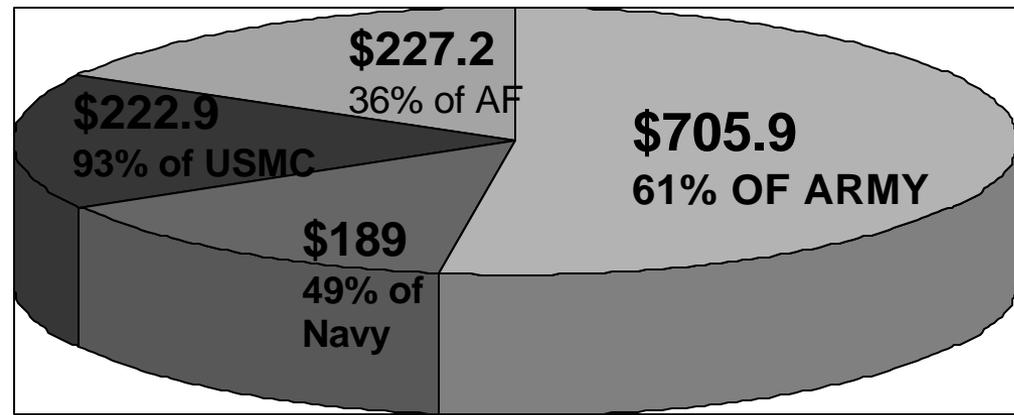
**FY 04 Appropriated Funds
for Procurement of
Conventional Ammunition
by Service –
Total: \$2,411,512,000**



SOURCE: FY04 Appro Act PL 108-87, Sep 03 \$ in millions

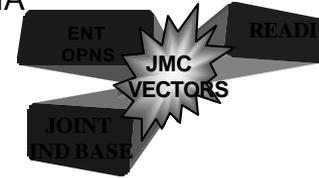
**FY 04 Conventional
Ammunition Procurement
Program Executed by JMC -
\$1,345,000,000**

Plus an
additional
\$48,622,000
FMS/Other

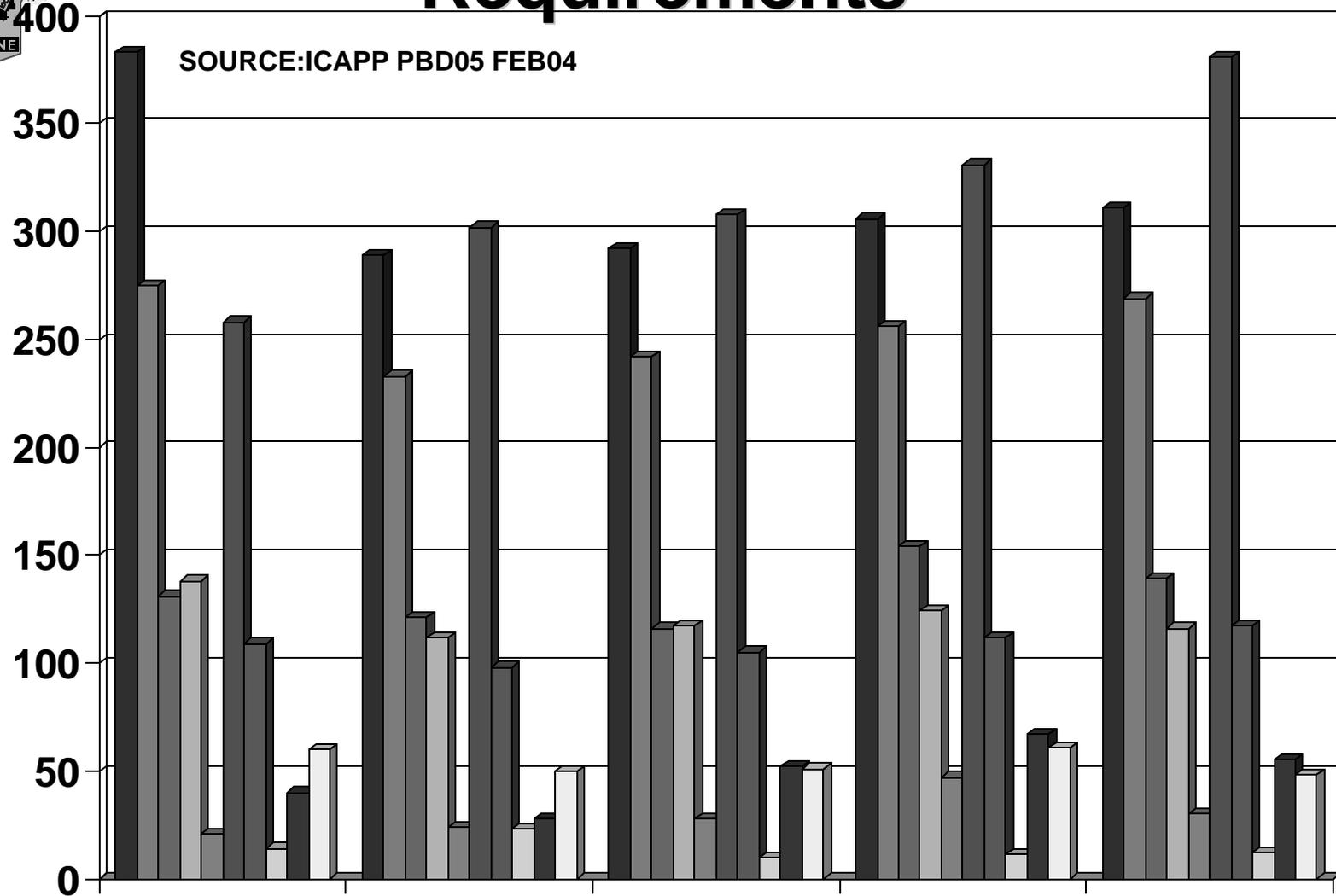


\$ in millions

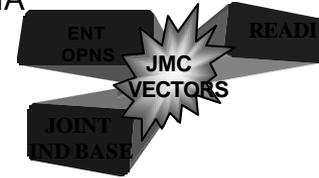
Ammunition Out-Year Requirements



SOURCE: ICAPP PBD05 FEB04



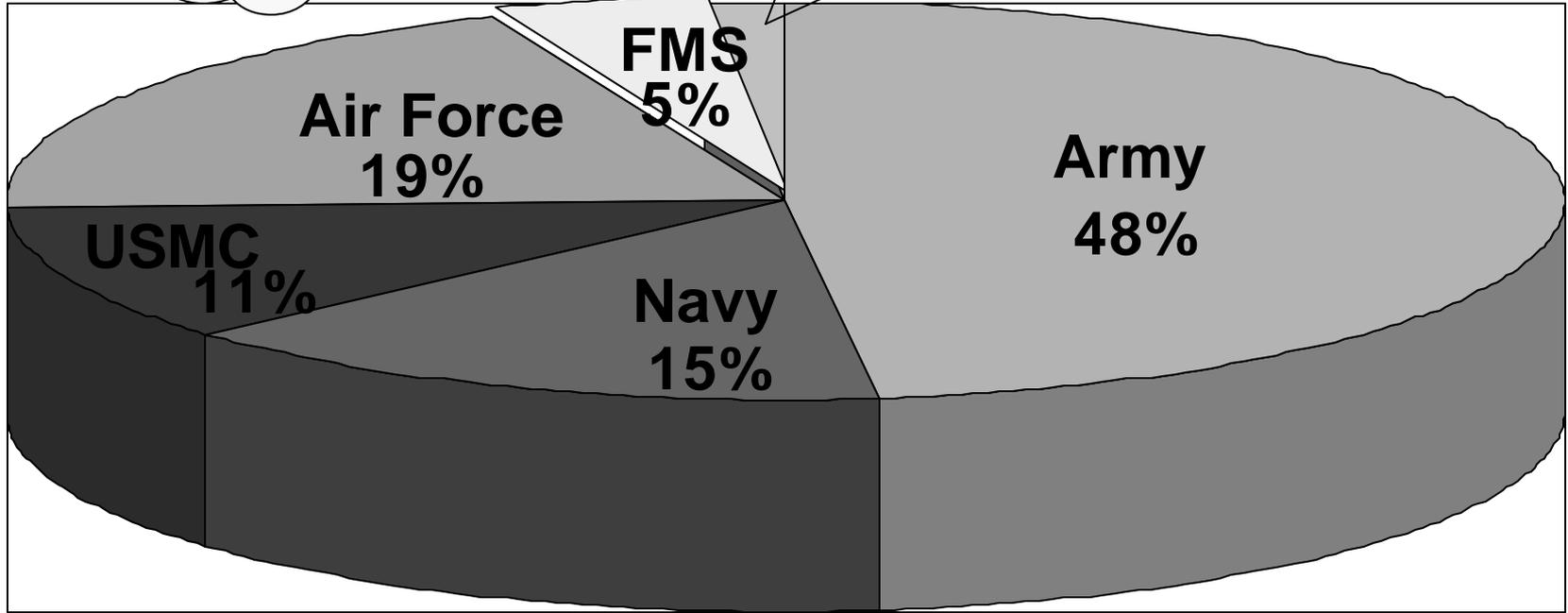
- SMALL CAL
- MED CAL
- TANK
- ARTY
- MORTARS
- BOMBS
- PYRO
- NAVY GUN
- DEMO/MINE
- GREN/RKT



JMC Ammo Programs Work in Process (value \$3.7B)

1717
Open
ORDERS

Other 2%



■ Army ■ Navy ■ USMC ■ Air Force ■ FMS ■ Other



JMC's Strategic Objectives

AMC Core Competency:
SUSTAIN THE ARMY

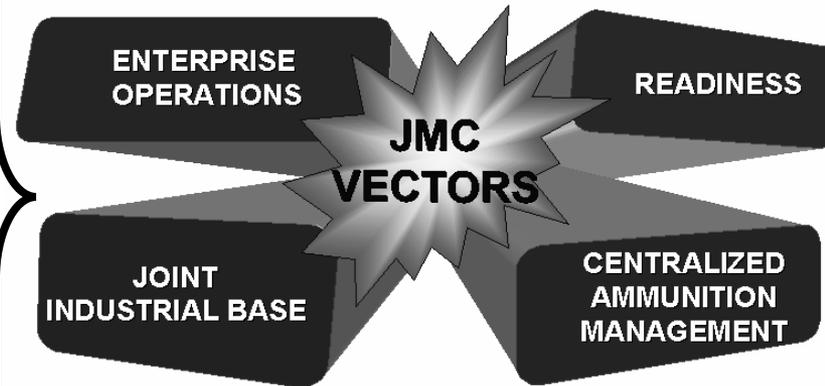


JMC Core Competency:
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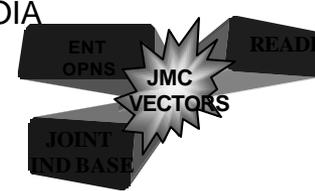
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- 1. Procure Ammunition to meet Joint Warfighter's requirements**
- 2. Provide Munitions Logistics Support to the Warfighter**
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**To accomplish these,
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Provide Joint Munitions Logistics Support to the Warfighter

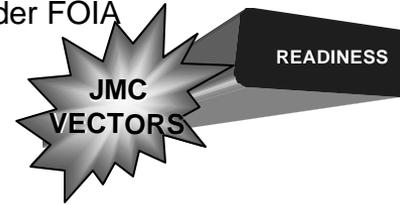


ON THE LINE

✓ What We Do:

- **Formulate assessment of stockpile munitions readiness to influence DA and Joint policy for maintaining and improving optimum war fighting readiness**
 - * **Munitions Readiness Report**
 - * **Web-Ammunition Model**
 - * **Operational Plans**
 - * **Joint Initiatives**
 - * **System software support**
- **Manage wholesale and retail ammunition stocks as a unified whole**
 - * **Develop proactive logistics processes**
 - * **Consolidate ammo resupply**
 - * **Enhance strategic mobility and deployability**
 - * **Reduce logistics costs**
 - * **Approaching “just-in-time” inventory system for training**
 - * **Maintain warfighting capability and readiness**
- **Provide conventional ammunition logistical support to the war fighter and Unified/Combatant Commands through:**
 - * **Logistics Assistance Representatives (LAR’s)**
 - * **Theater ammunition desks**
 - * **Ammunition desk within command operations center 24 hrs a day/ 7 days a week**
- **Serve as the logistics bridge linking war fighters to AMC, SMCA and JMC**
 - * **Assist in all ammunition logistics facets of maintaining DoD’s Power Projection Capability**

Provide Joint Munitions Logistics Support to the Warfighter



What We Do:

Objective assessment of stockpile munitions readiness

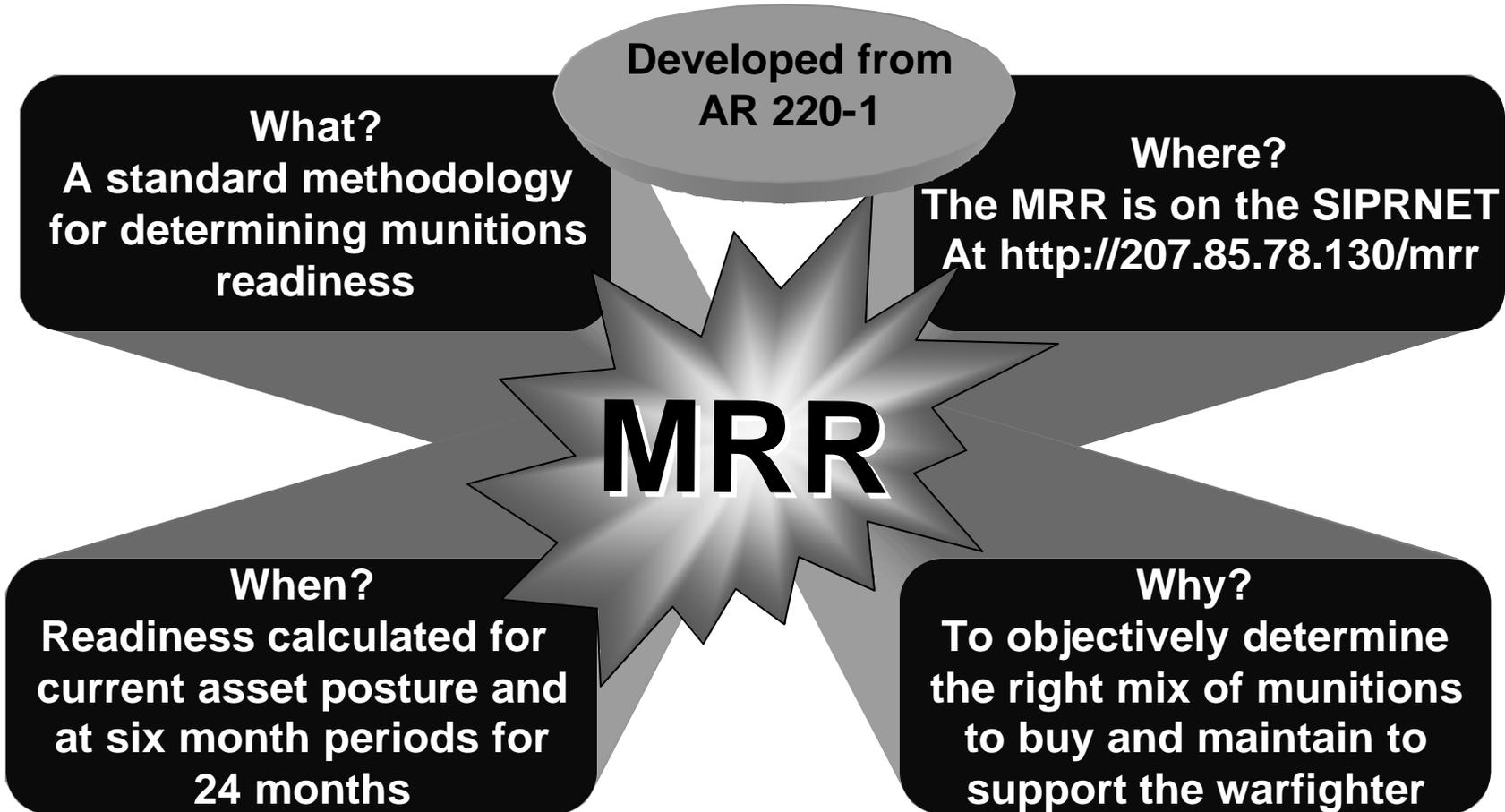
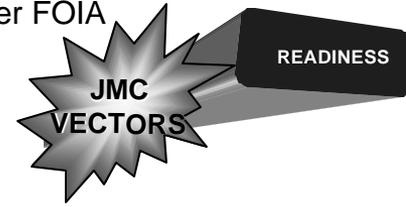
- ✓ Influence DA and Joint policy to maintain & improve optimum war fighting readiness
- ✓ Publish Munitions Readiness Report
- ✓ Web Based Ammunition Programming Model - prepare requirements justification & logistics data to support budget submit for over 450 items
- ✓ Assist in development and assessment of Operational Plans
- ✓ Promote Joint Readiness initiatives

Over 375 munitions programs assessed

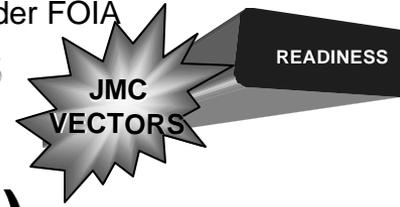


Assess quantity, serviceability, & ability to produce

Munitions Readiness Report (MRR)



Provide Joint Munitions Logistics Support to the Warfighter Munitions Readiness Report (MRR)



Provides readiness assessment of 375+ munitions items in active inventory

✓ **Assessment to support requirements by several views:**

- **Worldwide**
- **Army Pre-positioned Stocks**
- **USARPAC, USAREUR**
- **Combatant Commander View (Theater Operations)**

✓ **Located on secure WEB site; hyper-links drill down into rating details**

✓ **Key factor in developing Operation Iraqi Freedom Assessments/supplemental funds requests**

✓ **Planned improvements will expand customer base**

- **Link with POM data to enhance programming decisions**
- **Identify near-term requirements to define what soldiers need *today***



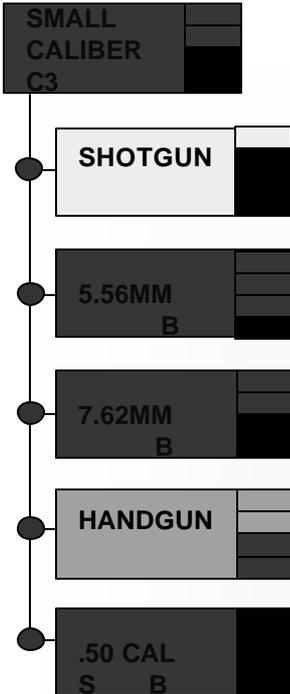
Army Munitions Readiness

Small Caliber, 5.56mm

READINESS

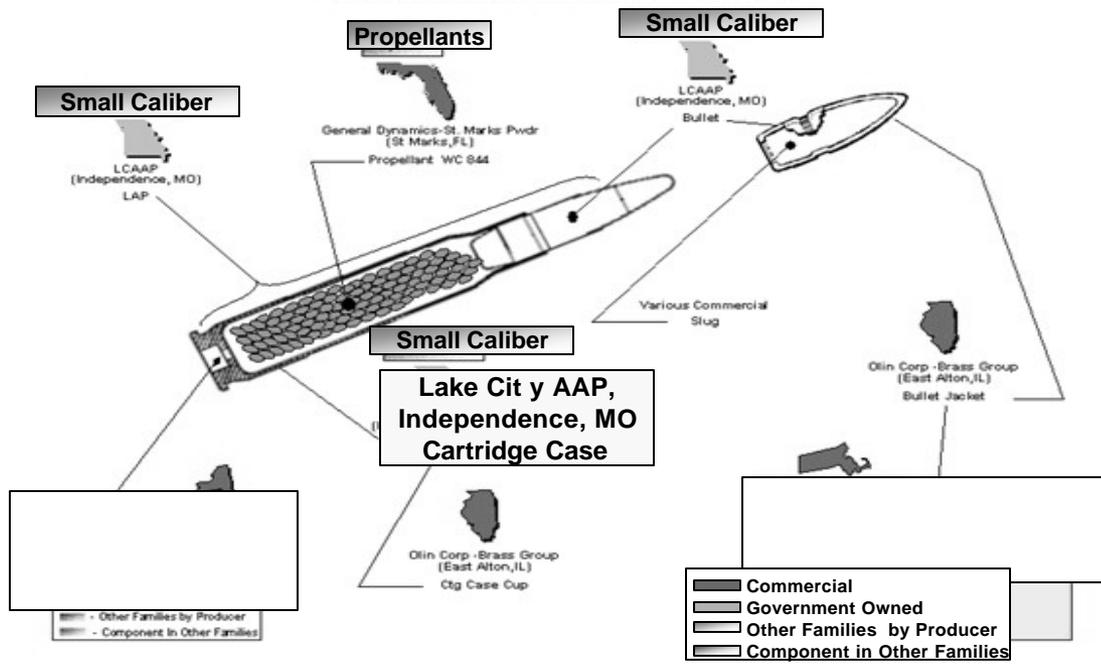
JMC
VECTORS

ON THE LINE



Levels
 1 [Lightest Gray]
 2 [Light Gray]
 3 [Dark Gray]
 4 [Darkest Gray]

CTG 5.56MM BALL M193 10 ROUND CLIP (A071)



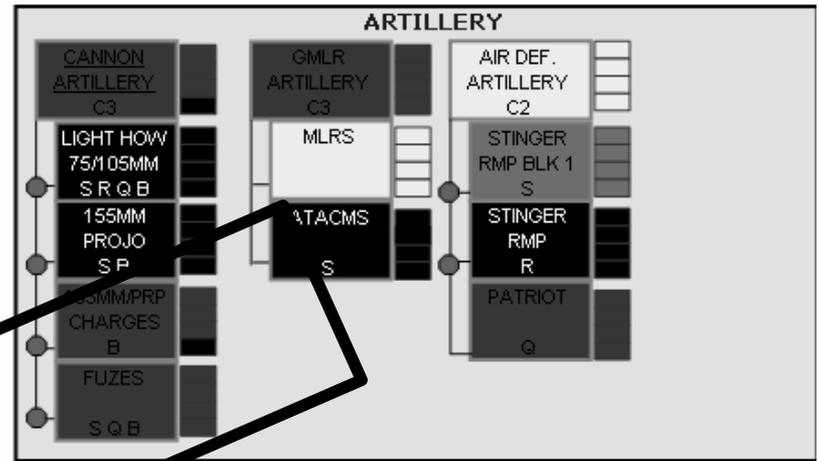
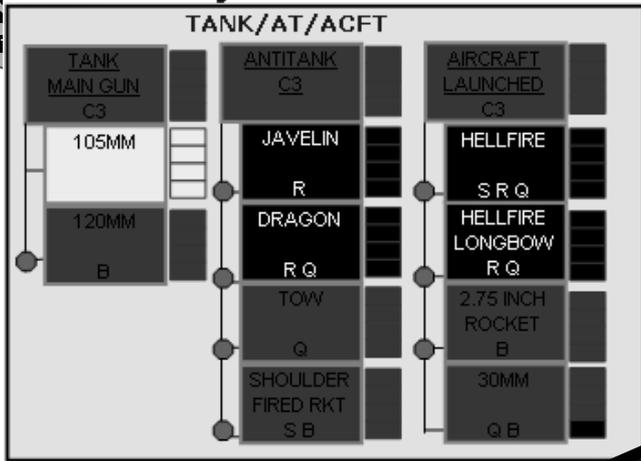
DODIC	NOMENCLATURE	CURRENT RATING				+ 6 Mo RATING		+12 Mo RATING		+18 Mo RATING		+ 24 Mo RATING	
		S1	R1	Q1	B3	S1	R1	S1	R1	S1	R1	S1	R1
A071	BALL M193 (CLIP) F/RIFLE M16A1	S1	R1	Q1	B3	S1	R1	S1	R1	S1	R1	S1	R1
AO59/AA45/AA33/AA48	BALL M855 F/M16A2 RIFLE	S1	R1	Q2	B3	S1	R1	S1	R1	S2	R1	S4	R2
A062/AA44	BALLM855 LINKED	S1	R1	Q1	B3	S1	R1	S1	R1	S1	R1	S1	R1

Notional

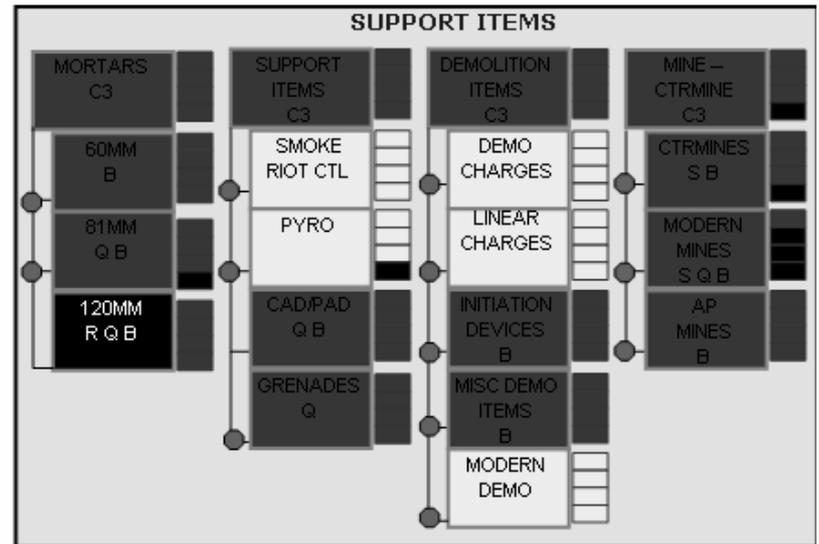
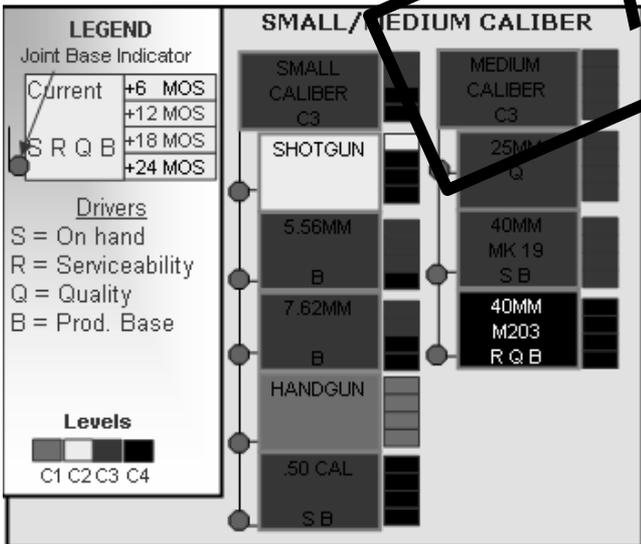


MRR Worldwide View

Based on QWARRM 11

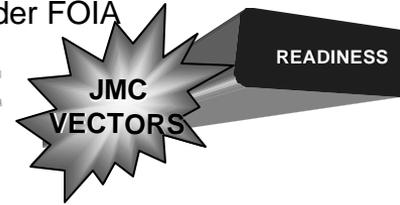


Notional



Munitions Logistics Support Ammo/Theater Desks

What We Do:

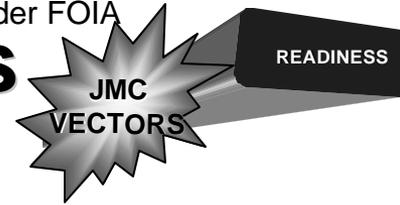


- ✓ **Hub for all ammunition issues**
 - **Soldier in the field**
 - **Higher headquarters**
 - **Theater commands**
- ✓ **Customer Support**
 - **Information**
 - **Requisitions/Shipments**
 - **Technical or safety issues**
- ✓ **Conduit to AMC/DA on ammo matters**
 - **High visibility/priority taskers**
 - **Operations/Intelligence Briefings**
 - **Common Operating Picture**
- ✓ **Review/analyze incoming communications for action**
 - **Situation Reports**
 - **Operations Orders**
 - **Ammunition Reports**



Logistics bridge linking warfighters

Joint Munitions Logistics Support



Ammunition Logistics Assistance Representatives (LARs)

- ✓ **JMC link to field - 17 deployable LARs support CONUS and OCONUS theater operations**
 - **Strategic/tactical ammunition planning**
 - **Assist commands to resolve problems adversely impacting operational readiness**
 - **Coordinate critical ammunition issues/concerns w/ HQ, JMC**
 - **Problem solver for all ammunition issues**
 - **conduit to ensure timely/accurate responses to units**
 - **work in concert with theater desk**
 - **Readily deployable**

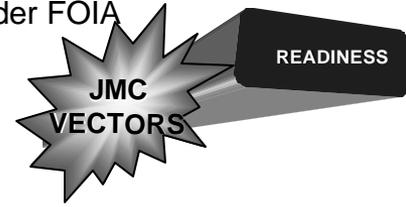
- ✓ **Provide ammunition logistics expertise**
 - **Joint commands**
 - **MACOMs**
 - **CORPS/COSCOMs**
 - **Active divisions/SBCTs**



**Lead in maintaining DoD's
Power Projection capability**



Joint Munitions Logistics Support to the Warfighter



Ammunition Logistics Assistance Representatives

- ✓ **“On the ground” support for AFSC/JMC Command Initiatives**
 - **Centralized Ammunition Management Implementation**
 - **Munitions Readiness Review (MRR) Issues**
 - **Stryker Brigade Combat Team Fielding**
 - **AMC Class V Reset**

- ✓ **Support unit readiness across broad spectrum of logistics**
 - **Explosives safety**
 - **Inventory/accountability**
 - **Transportation**
 - **Maintenance/demilitarization**
 - **Supply/requisitioning**

Ammo LARs are vital link between soldier in field and HQ



JMC's Strategic Objectives

AMC Core Competency:
SUSTAIN THE ARMY

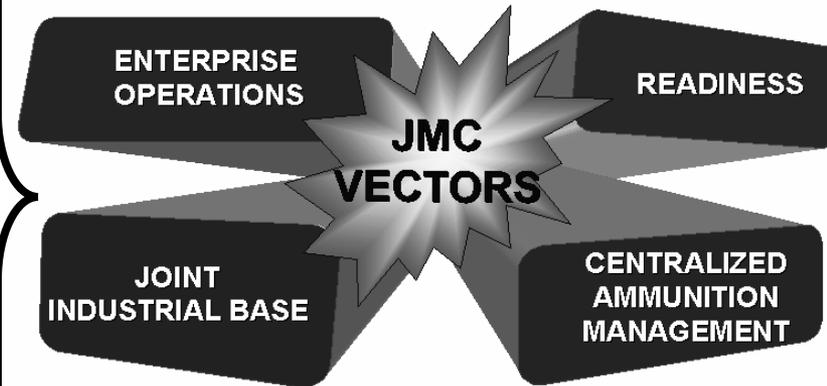


JMC Core Competency:
**SUSTAIN ARMY, MILITARY SERVICES,
ALLIES, & FEDERAL AGENCIES
WITH MUNITIONS**

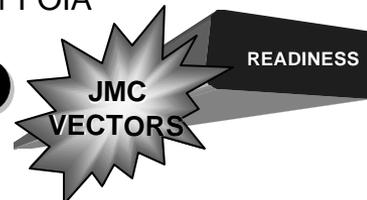
JMC Strategic Objectives

- 1. Procure Ammunition to meet Joint Warfighter's requirements**
- 2. Provide Munitions Logistics Support to the Warfighter**
- 3. Supply Munitions to sustain the Joint Warfighter's during training and operations**

**To accomplish these,
we have established 4 Vectors**



Supply Joint Munitions to the Warfighter



✓ What We Do:

- Supply – National Inventory Control Point
- Mobilization / Contingency plng & execution
- National Maintenance Point
- Conventional ammo demilitarization
- Storage
- Inventory and accountability
- Accountable Property Officer for CL V
- Item Management
- Ammunition distribution and allocation
- Program, budget, pricing and execution
- Ammunition Peculiar Equipment
- DDA for waste military munitions
- Worldwide Ammo Reporting Systems (WARS)
- Contingency support of prepositioned stocks

✓ Storage/shipping sites:

- Anniston
- Blue Grass
- Crane
- Hawthorne
- Iowa
- Lake City
- Letterkenny
- Lonestar
- McAlester
- Milan
- Pine Bluff
- Red River
- Tooele

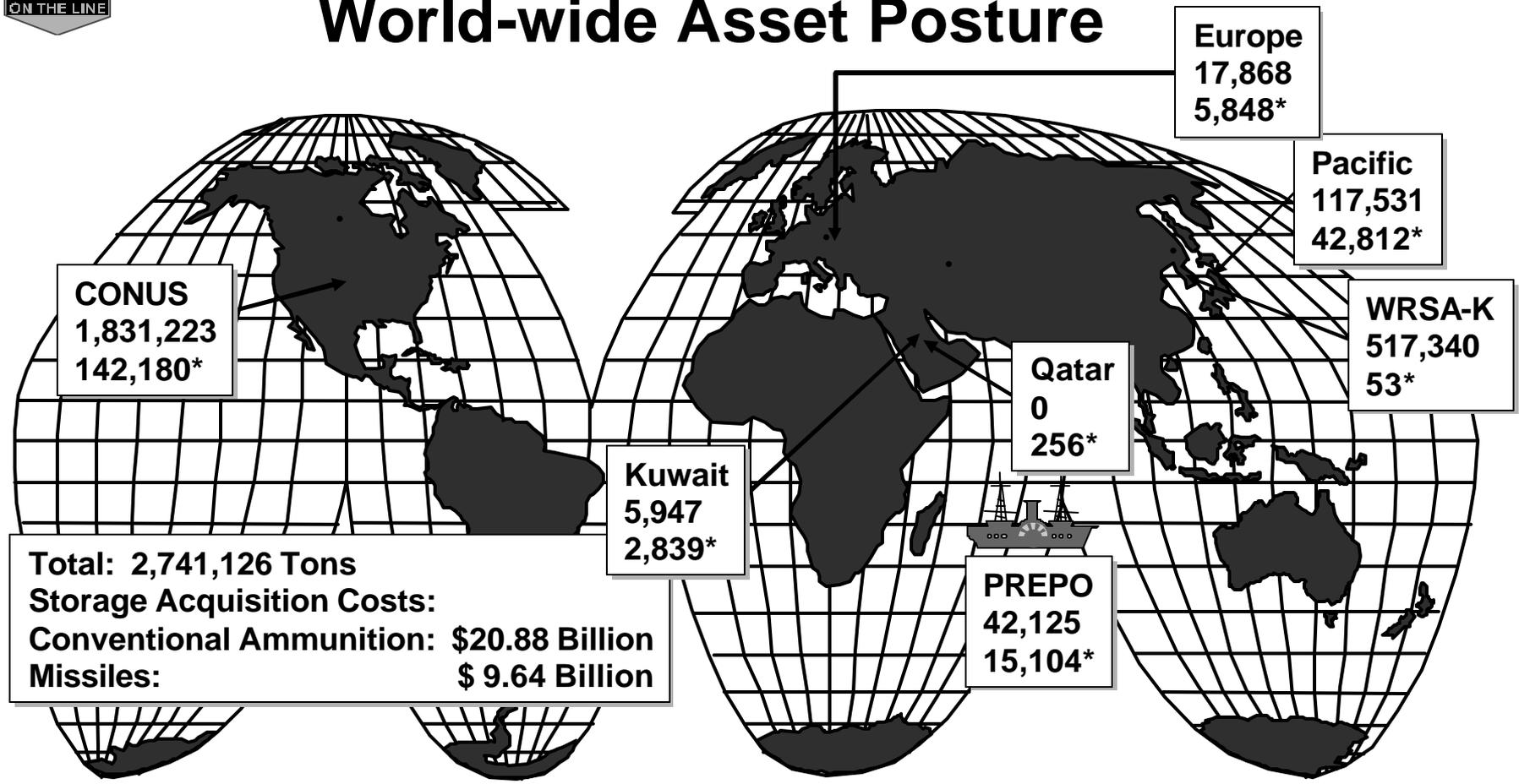
✓ The Magnitude:

- 2.7M tons ammo worldwide
- \$20.4B conventional ammo acquisition cost
- Pending demil: 379K tons, FY04 funding \$78.7M
- Maintenance for FY03: 14.9K tons; cost avoidance of \$288M
- Process 50K requisitions annually
- On average: annually process 83K MROs, valued at \$10B
- Receipts / Issues in excess of 300K tons

Joint Ammunition Logistics

Base Support

World-wide Asset Posture



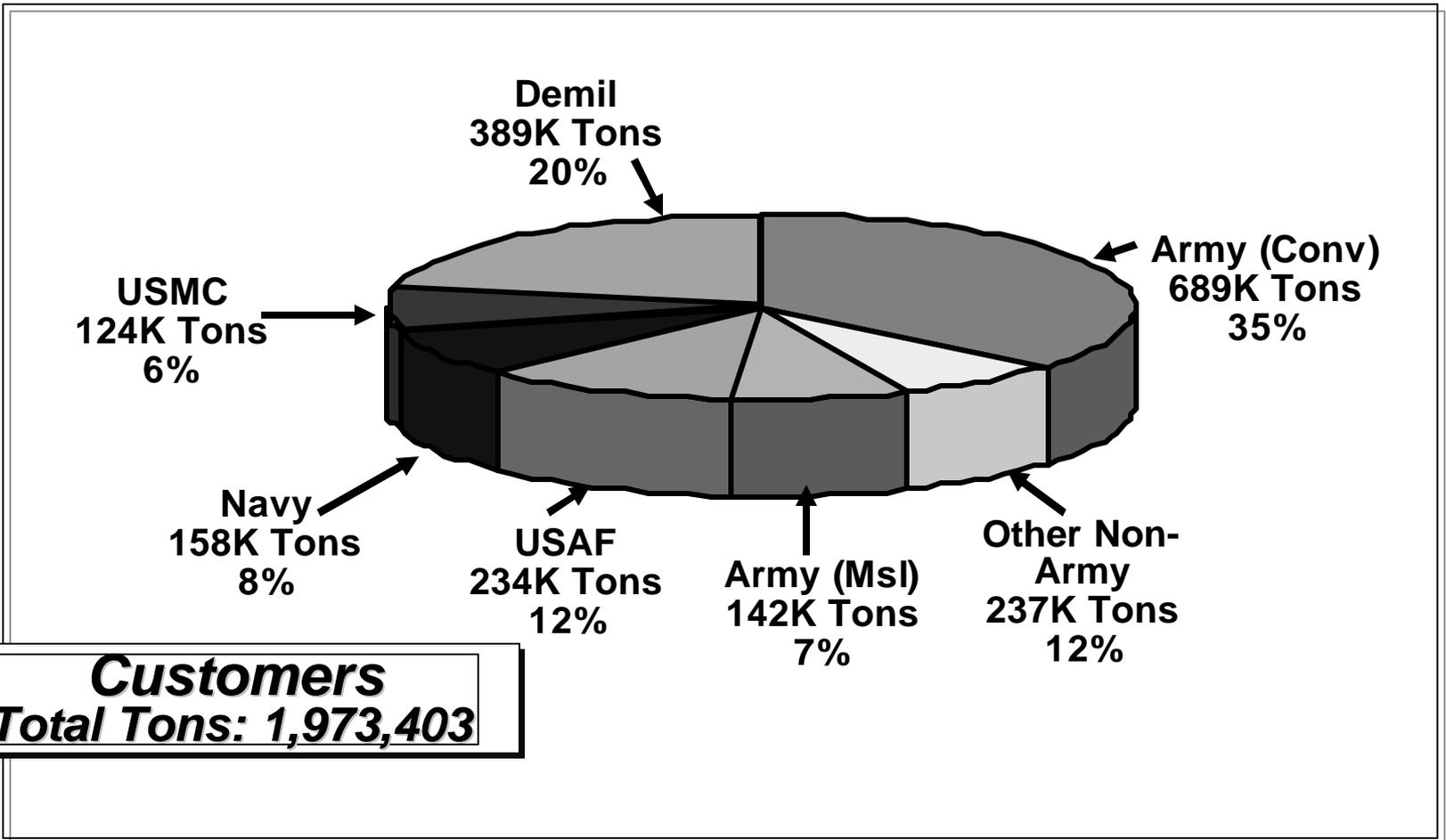
Notes:
OCONUS = AMC Accountable (Army Only)
CONUS = AMC Accountable (All Services)
***Missiles**



Joint Ammunition Logistics

Base Support

CONUS Munitions Storage All Services





Planning and Execution Distribution Management

Ammo Reset

- MV Virginian
 - Departed SWA Nov 03
 - Arrived MOTSU Dec 03
 - 494 ctrs; 5.7K tons
 - Sailed Feb 03 with CFLCC shortages on board
 - Arrived in Theater Mar 04
- Maersk Constellation
 - Departed SWA Jan 04
 - Arrived MOTSU Feb 04
 - 241 ctrs; 2.4K tons



Call Forward and Retrograde

- FY 03 Requirements (Thousands of Tons)

	<u>Call Forward</u>	<u>Retrograde</u>
USARPAC	15.8	18.5
USAREUR	8.7	5.0
ARCENT	2.7	2.0

- FY 04 Call Forward & retrograde reqmt fully funded
- Four vessels scheduled from Korea (one Turbo CADS)
- Maersk Arizona – completed
 - Arrived MOTCO 21 Dec 03; 661 ctrs
- Korea retrograde plan: 51% of 110K tons complete by end of FY 04

Committee for Ammunition Logistics Support (CALS)

- Committee allocate ammunition items in short supply
- Co-chaired by HQDA (LOG) and HQ/AMC
- Semi-annual meetings
- Out of cycle actions as needed – Mini-CALS
- Meetings hosted by JMC
- Operates in peace and war
- All MACOM's participate
- Army forum; Other Services attend

- CALS Items for May**

 - 110 controlled
 - 33 information only

Modernized Requisitioning

- Army Electronic Product Support (AEPS)
- Web based – All Service network
- Efficient
 - Built in edit checks
 - Reduced rejects
 - Reduced processing time (1 – 2 days)
- Replacing E-mail, data-fax, phone-ins
- Very positive customer feedback



JMC Quality Mission

DOD Unique Responsibilities

✓ **Surveillance Program and Ammunition Stockpile Reliability Program (ASRP)**

- **Assures quality, performance, reliability, and safety of all AMMO while in storage**
- **Assures AMMO items will function properly when used for training or contingency – suspends and restricts poor performers from getting to troops / PREPO / Basic Load**
- **Drives stockpile decisions Demil, maintenance, new production, item management**

✓ **Key programs, missions and products:**

- **Suspensions and Restrictions**
- **ASRP – individual reports and State of the Stockpile**
- **Malfunction Investigations**
- **Explosive Safety in Storage programs**
- **Army historical data Repository – LAT data, ADC's, DSR cards, ASRP**
- **ASIS – worldwide surveillance communication**



Accountability and Storage

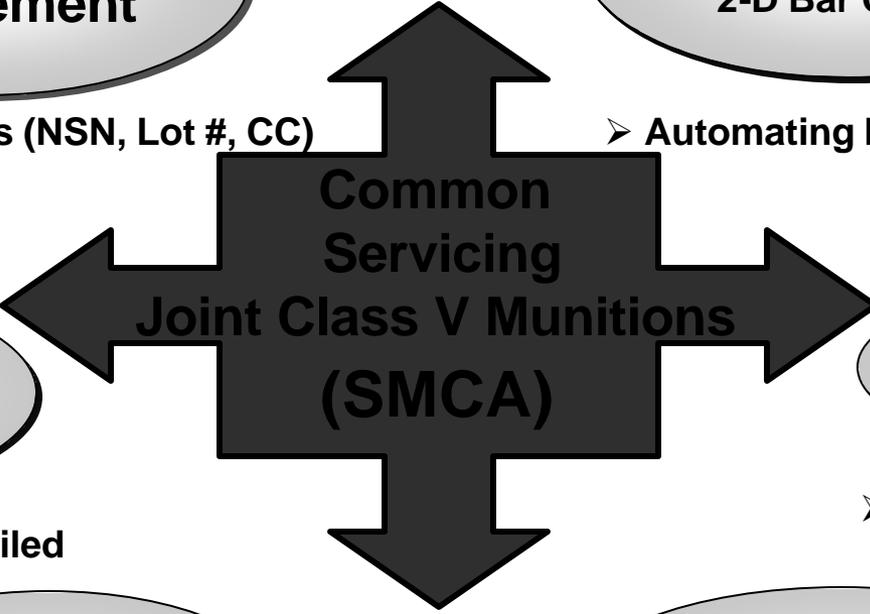


Inventory Management

- 455K stacks (NSN, Lot #, CC)

Automated Identification Technology-Expanded/ 2-D Bar Coding

- Automating logistics control



Commodity Command Standard System/ Standard Depot System Reconciliation

- 1.02M line items reconciled annually

Accountability

- \$20.3B assets worldwide
- 2.7M short tons

Storage Operations

- 1.9M tons (incl...missiles)
- plants, depots & munitions centers

Requisition Processing

- 15K requisitions processed annually

Focus on Efficient & Effective Execution of the NICP Mission



National Maintenance Point (NMP) for Conventional Ammunition

- ✓ **Provide Ammunition Maintenance for All SMCA Ammunition**
- ✓ **Utilize Ammunition Organic Industrial Base**
- ✓ **Worldwide Capability**
- ✓ **Rapid Response**
- ✓ **Average Cost 15% of New**
- ✓ **Provides Critically Needed Items**
- ✓ **FY 03 \$288M Cost Avoidance**



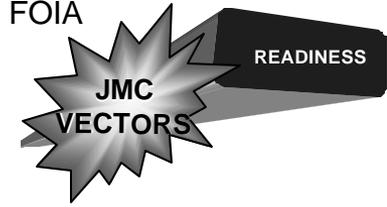
Joint Conventional Ammunition Demilitarization

- ✓ **JMC is single source for demil of conventional ammunition**
 - **All DoD Services**
 - **All Government Departments / Agencies**

- ✓ **FACTS:**
 - **20% of total stockpile is in demil account**
 - **Over 800K tons demilitarized in last 10 years**
 - **600K tons projected to enter demil account over next 10 years**
 - **11 organic sites and 20 + contractors**



Demil Program Services



- ✓ **Eliminate Unsafe/Unstable Munitions**
- ✓ **Free up Storage Space**
- ✓ **Source of Supply for New Production**
 - **TNT**
 - **Deleted Uranium**
 - **Supplementary Charges**
 - **Metal Parts**
 - **Others**
- ✓ **Recovery Of Explosives and Other Materials**



Demil Inventory

LOCATION	DEMIL TONS	DEMIL TONS AS % OF TOTAL TONS	OPEN BURN/ OPEN DETONATION	RESOURCE RECOVERY CAPABILITIES
Hawthorne	124,032	64	X	X
Crane	95,368	29	X	X
McAlester	74,007	24	X	X
Sierra	35,081	98		
Letterkenny	14,530	19	X	
Tooele	13,229	9	X	
Anniston	10,704	12	X	
Blue Grass	9,850	6	X	X
Pueblo	9,616	53		
Red River	2,323	5	X	
Iowa	2,135	14		X
Milan	1,219	17		
Lone Star	N/A		X	

Joint Logistics Common Operating Picture



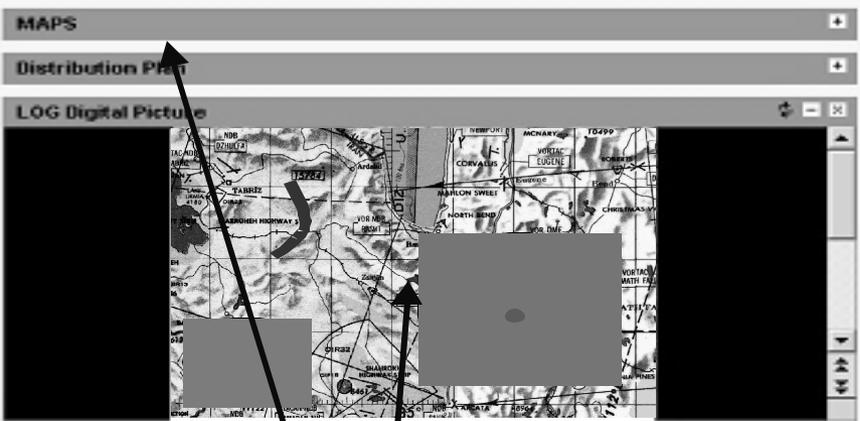
Integrated into MC '02 CROP ... access through Ops or Plans

Log Watchboard ... real time reporting of component logistics status for critical log functional areas with drill down

Logistics Watchboard

FUNCTIONAL COMPONENT ASSESSMENT																* Transportation based on Utilization				
Food	Wat	Fuel	Ammo (V)		Blood	APOD	SPOD		Land (CU) *		Air (CU) *		Sea (CU) *		CRK	PFA	ICW	U	S	
I	IV	III	Air	Surf	VIII	PAX	CAR	PAX	CAR	PAX	CAR	PAX	CAR	PAX	CAR	PAX	CAR	PAX	CAR	PAX
ARFOR																				N/A
MARFOR.L																				N/A
AFFOR																				N/A
NAVEOR																				N/A

- Deployment
- PREPO
- Common User Transportation
- APOD/SPOD
- Sustainment
- Contracting
- Host Nation Support
- Medical
- Civil Engineering



- Critical information
- Logistic Action Response Board (LARB)
- Intermediate Staging & Support Bases (ISB's)
- Logistics Tasks
- Logistics Tools
- Higher HQ & Component Links
- Charts
- File Cabinet

Log Functional Areas ... theater Prepo assets, APOD/SPOD lay-down Medical / engineer reports, sustainment resources and plans

Situational awareness ... operational maps with logistics support overlays

Access to full range of log tools providing access to log information (GTN, JTAV, etc.) and Decision Support Tools



Supply Munitions to Joint Warfighter



What We Do:

Manage wholesale and retail ammunition stocks as a unified whole

- ✓ Develop proactive logistics processes
- ✓ Consolidate ammo re-supply
- ✓ Enhance strategic mobility and deployability
- ✓ Reduce logistics costs
- ✓ Approaching “just-in-time” inventory system for training
- ✓ Maintain war-fighting capability and readiness



Tooele/Hawthorne

- Ft. Lewis
- Ft. Huachuca
- Yakima Training Center
- Ft. Irwin
- Hunter-Liggett

Crane/Letterkenny

- Ft. Drum
- Devens
- Ft. Dix
- Ft. AP Hill
- Ft. Eustis
- Ft. Lee
- West Point
- Ft. Leonard Wood

McAlester/Red River

- Ft. Leavenworth
- Ft. Polk
- Ft. Hood
- Ft. Sam Houston
- Ft. Bliss
- Ft. Sill

Blue Grass/Anniston

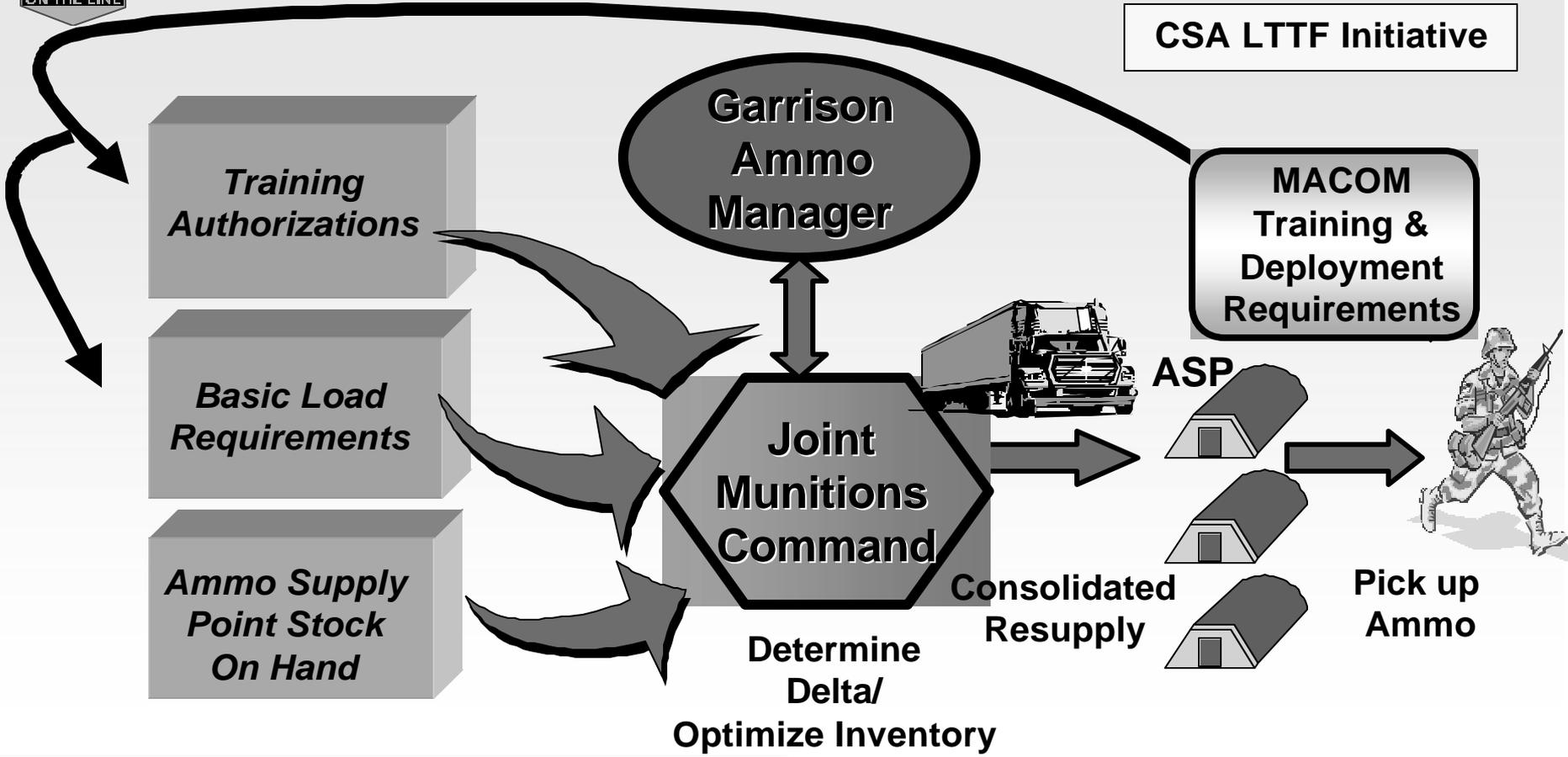
- Ft. Bragg
- Ft. Gillem
- Ft. Stewart
- Redstone Arsenal
- Ft. Campbell
- Ft. Knox

Storage/Ammo Supply Points





Centralized Ammunition Management Future Enhanced Support to Joint Services



- ★ **Enhance** strategic mobility/deployability
- ★ **Reduce** the sustainment footprint
- ★ **Reduce** cost of logistics while maintaining warfighting capability and readiness

Long Term Benefits

Readiness ↑ Cost ↓



Supply Munitions to the Joint Warfighter Centralized Ammunition Management (CAM)

- ✓ Wholesale and retail ammunition stocks managed as one
- ✓ Customer focused
- ✓ Regionalized distribution process improves readiness with consolidated assets/increased responsiveness
- ✓ Improved stock rotation
- ✓ Reduced transportation \$ by consolidation
- ✓ Expanding partnership:
 - Joint Munitions Command
 - Forces Command
 - TRADOC
 - ARNG
 - Assistant Chief of Staff for Installation Management
- ✓ *Expand to meet needs of all Joint Services*

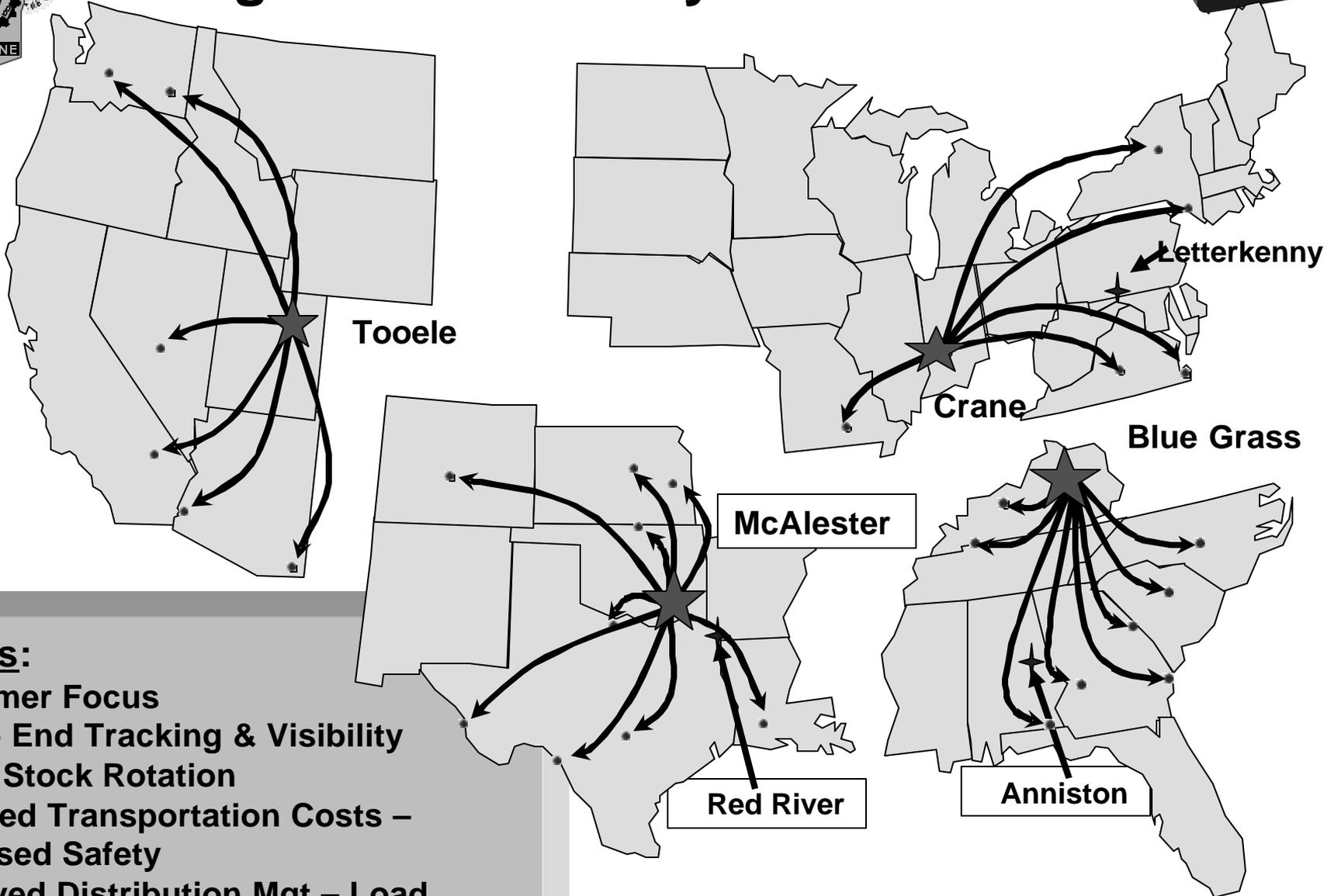
}	Estimate 44,000 Annual Shipments	
	59% are Less than Truck Load (LTL) Shipments	
	Average Truck Load is 35,694 pounds/\$2,143 \$120 per short ton	
	Average LTL is 2,844 pounds/\$1,327 \$933 per short ton	
}	<u>FY 04 Training</u>	
	FORSCOM	
	250K Active Component Soldier Deployment	\$362M
	150K Reserve Component f/MOB & Deployment	\$ 75M
	TRADOC	
50K Active & Reserve f/ School Requirements	\$189M	

CAM

JMC
VECTORS

CENTRALIZED
AMMUNITION
MANAGEMENT

Regionalization-Key to Success

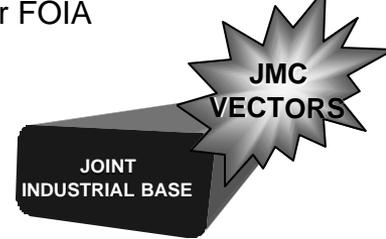


Benefits:

- ✓ Customer Focus
- ✓ End to End Tracking & Visibility
- ✓ Better Stock Rotation
- ✓ Reduced Transportation Costs –
- ✓ Increased Safety
- ✓ Improved Distribution Mgt – Load
- ✓ Consolidation & Habitual Relationships



JMC's Strategic Objectives



JMC INDUSTRIAL BASE

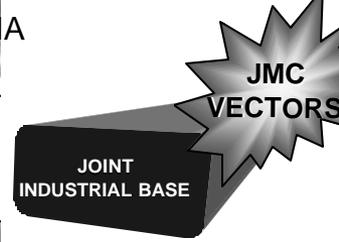
1. Provide Munitions Logistics Support to the Joint Warfighter
2. Supply Munitions to sustain the Joint Warfighter's during training and operations
3. Procure Ammunition to meet Joint Warfighter's requirements

PRODUCTION --LOGISTICS

COMMERCIAL --ORGANIC



Ammunition Production Base

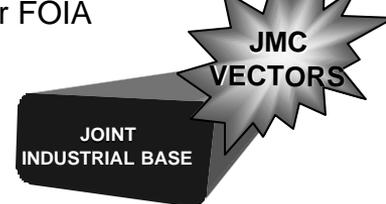


- ✓ A combination of Government-owned and commercial facilities required
- ✓ Supports production demands for all Services
- ✓ 68 percent reduction in capacity since 1991
- ✓ Half of the commercial producers who left pursued more profitable commercial markets

	<u>1991</u>	<u>Today</u>
Government-owned Facilities	28	13
- Acres	526K	351K
- Equipment	483K	302K
- Production Lines	270	73
- Production Personnel	19K	7K
Contractor Facilities	163	69

Ammunition Production

Base Support

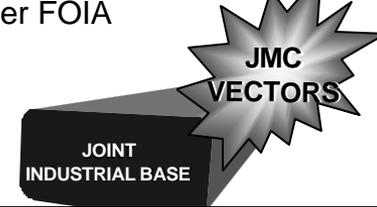


Active Government-owned, Contractor-operated (GOCO) Facilities

<u>Facility</u>	<u>Contractor</u>	<u>Core Processes</u>
Holston	Ordnance Sys, Inc, BAE North America	Energetics – HMX, RDX, R&D
Iowa	American Ordnance	Load, Assemble, & Pack: Tank & HE Artillery, Pressed Warheads
Lake City	Alliant Techsystems	Small Arms Manufacturing
Lone Star	Day & Zimmerman	Load, Assemble, & Pack – Hand Grenades, Mines Initiators/ Detonators/ Primers, Cargo Carry Munitions
Milan	American Ordnance	Load, Assemble, & Pack – Mortars, Artillery, Cargo Carry Munitions, 40mm Cartridges, C-4 Demo Items
Radford	Alliant Techsystems	Propellant Manufacturing



Ammunition Production Base Support



Active Government-owned, Contractor-operated (GOCO) Facilities

<u>Facility</u>	<u>Contractor</u>	<u>Core Processes</u>
Kansas	Day & Zimmerman	Load, Assemble, & Pack: 60mm/ 81mm Mortars, 155mm HE, SFW, JSOW , PMA, PAW, CEM, Cargo Carry Munitions (155mm)
Riverbank	Norris Ind, Inc.	Cartridge Cases & Submunitions/ Grenade Metal Parts
Scranton	Chamberlain Mfg Corp	Large Caliber Projectiles MPTS (Artillery, Mortars and Navy)



Semi-Active GOCO Facilities

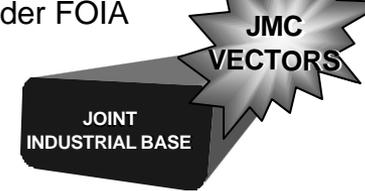
Louisiana	Valentec, Inc	155mm M483 Projectile MPTS
Mississippi	Mason Tech, Inc	Submunition Grenade Metal Parts for 155mm Ammo

Government-Owned Government-Operated Facilities

Crane	Comp C-4 Demo Items Navy Gun LAP, Illum Candles
McAlester	Bomb LAP
Pine Bluff	Illum Munitions, Smoke LAP



ARMS Program

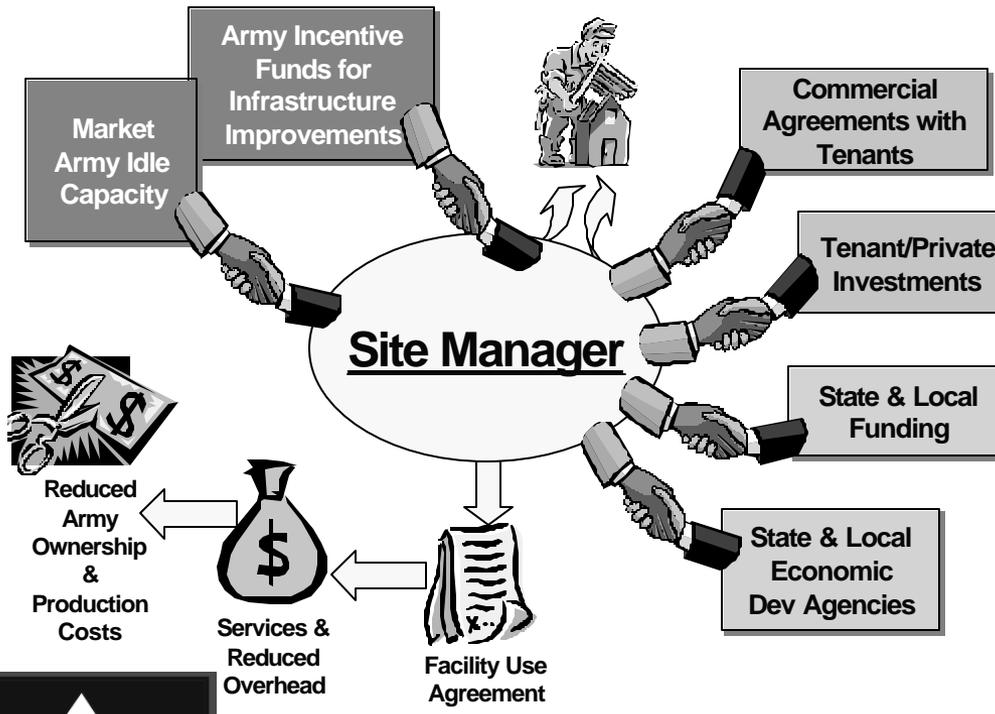


Creating Assets & Capitalizing on Their Value thru Partnerships

**Offset Army cost
f/Operations & Maintenance**

**Accelerate Growth of business
& jobs in the private sector**

How Does It Work?



Make Facility self-sustaining

Recognize facilities as Assets

**Reduce product
/ Operating Costs**

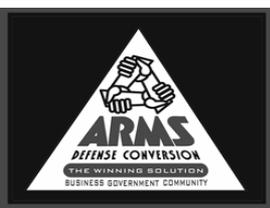
Reduce ownership costs

Allow Marketplace to Work

Reduce environmental costs

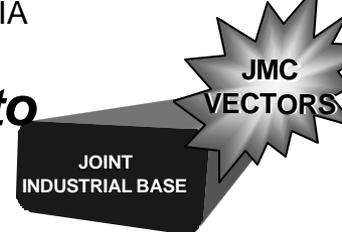
Reduce future liabilities

**Increase Readiness: Retain
skills; Gain facility &
Infrastructure Upgrades**





ARMS – *Converting Industrial Liabilities Into Revenue Producing Assets*



Railcar Storage

ARMS 2002 ANALYSIS

Government Cost

- \$13M in Investments and Incentives

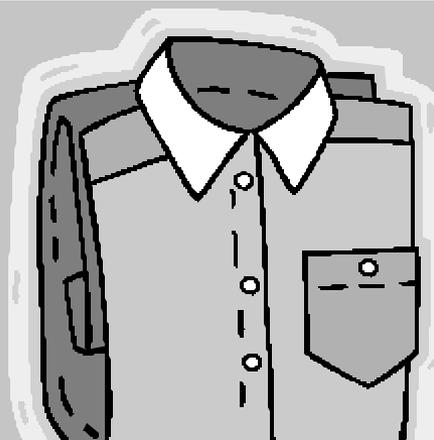
Benefits

- \$48M in Savings to the Government
- Direct & Indirect Economic Impact to Local Communities
- ARMS and Tenant Activities Created & Sustained Jobs
- Enhanced Readiness, Partnering, and Skill Retention

ARMS Metrics-Benefits/Savings

Companies on Board	109
Jobs Sustained	3,469
Government Investment	\$234M
Private Investment	\$200M
Army Savings	\$254M
Annual Economic Impact	\$461M

Source – IBM Consulting Report



Commercial Laundry

