



A BRIEF HISTORY  
OF THE  
UNITED STATES ARMY  
MATERIEL COMMAND

1962 - 2012



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Published:

April 2013



*AMC Headquarters at National Airport,  
Washington, D.C, early 1960s*



## Distinctive Unit Insignia

### Description

A gold color metal and enamel device 1 3/16 inches in height overall consisting of a globe quarterly scarlet and ultramarine blue grid lined gold surmounting the base of a white truncated pyramid; arcing between and above the pyramid a gold motto scroll inscribed "AMERICA'S" in black letters and arcing below the globe a gold motto scroll inscribed "ARSENAL FOR THE BRAVE" in black letters. Overall issuing from the center of the globe to the upper scroll a white notched pile arched and embattled of four merlons.

### Symbolism

Elements of the insignia design were adapted from the authorized shoulder sleeve insignia and mission of the United States Army Materiel Command. The white crenellated design at the top of the insignia refers to command and control. The four merlons, which simulate the cogs in a gear wheel, allude to the four major functions of the command's mission. The pyramid, a symbol of strength and support, is truncated to indicate the continuing research, development, production, procurement, storage, transportation, standardization and distribution of materiel as assigned or required. The white areas simulate the letter "M" for materiel and the globe indicates the world wide scope of the Command's responsibility in providing technical and professional guidance and assistance for planning and conducting logistics services of the Army elements of unified and specified commands and other United States and foreign customers, with scarlet referring to the military and blue referring to industry. The command's motto, "AMERICA'S ARSENAL FOR THE BRAVE" reflects the mission of providing outstanding support to the total Army.

### Background

The distinctive unit insignia was originally approved Army Materiel Command on 2 June 1969; redesignated for Material Development and Readiness Command on 23 February 1976; and redesignated for Army Materiel Command on 23 November 1984. It was cancelled on 24 December 1992 with the current design and motto change approved on 24 December 1992.

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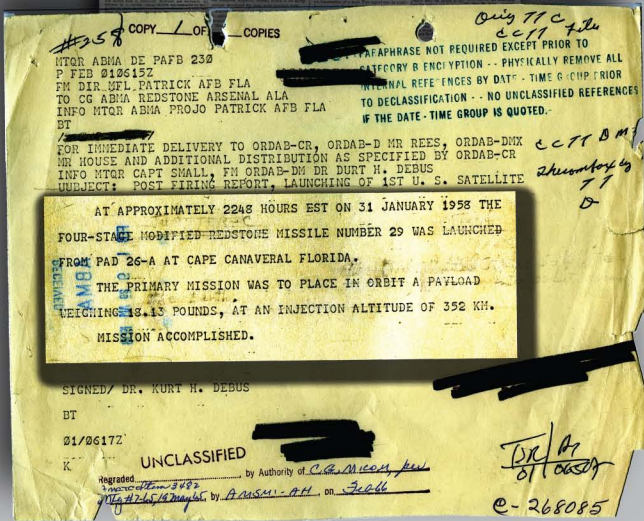
# Introduction to AMC's History

## "How Did We Get Here?"

This is more than a philosophical question. It's an important component of the history of AMC. The new Command Headquarters' location on Martin Road at Redstone Arsenal actually brings AMC back to an important element of its genesis. For located within the walls of the seemingly dated building (4505) you see across the street from today's AMC Headquarters once housed one of the most powerful commands within the United States Army - the U.S. Army Ordnance Missile Command (AOMC).

AOMC was commanded by Major General (MG) John B. Medaris. Medaris and his team pioneered this Nation's first steps into space. Between 1958 and 1960, AOMC accounted for almost 25 percent of the entire Army budget for those years. It was Medaris who was one of the pioneers of the concept of project management. In 1961, Army leaders studied what Medaris had accomplished with project management and made it an important component of AMC's future mission. In fact, AOMC's predecessors became one of the first building blocks of what would become AMC.

As we'll explore later, AOMC would become one of the major components of AMC. So, "how did we get here?" It could be said that we've been here all along. But it's been a long road to get back home ...



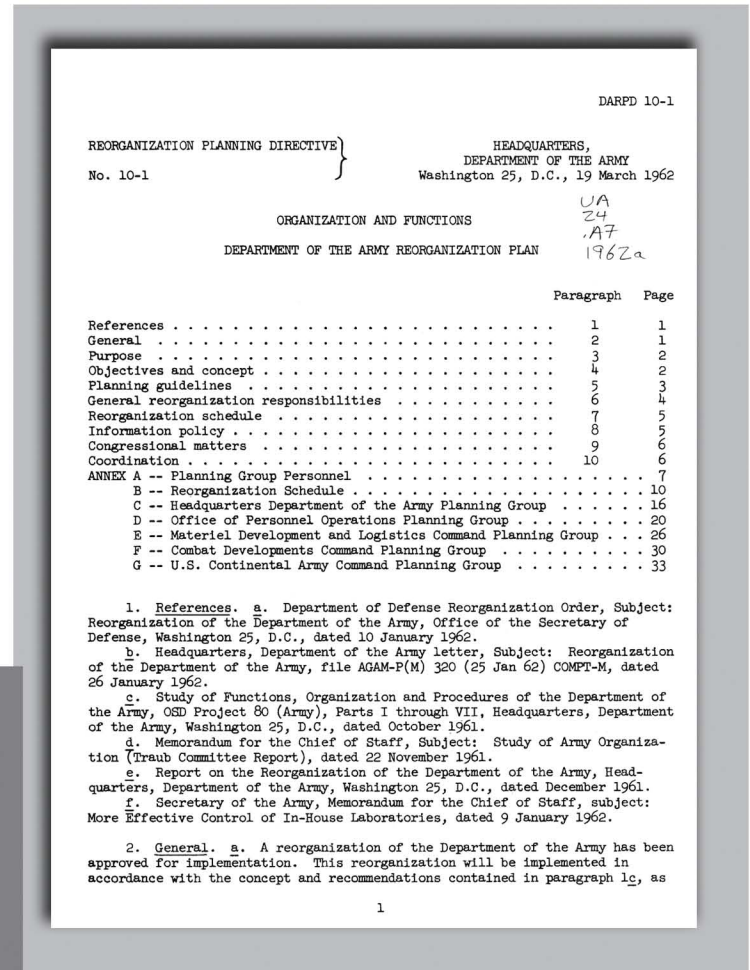
Medaris

# Early Years and First Challenges (1962 to 1975)

## Origins

Following the inauguration of President John F. Kennedy on 20 January 1961, Secretary of Defense Robert S. McNamara directed the establishment of a number of special study groups. One of these groups, "Office of the Secretary of Defense Project 80 (OSD Project 80)," had the mission of determining how well the Army's organizational structure was responding to changes in the defense environment. The study, initiated in April 1961 under the direction of Mr. Leonard W. Hoelscher, Deputy Comptroller of the Army, was published in October 1961 in what was commonly known as the Hoelscher Report.

Completed in November 1961, the report recommended that the materiel functions of the Technical Services and the testing functions of the U.S. Continental Army Command be combined into a new organization. It was estimated that it would take at least 18 months (around May 1963) to accomplish the reorganization. The Chiefs of the Technical Services were briefed on this reorganization on 6 December 1961, by which time the reorganization had already been approved by the Secretary of the Army and the Secretary of Defense.



## Signifying Termination of Traditional Role of Technical Services



**FACETIOUSLY, POSSIBLY A BIT IRREVERENTLY,** some of The Pentagon wits dubbed this distinguished gathering "The Last Supper." Shown is the final luncheon-business session of the Chiefs of the Army Technical Services with the Deputy Chief of Staff for Logistics—the end of more than 10 years of such semimonthly gatherings, terminated by Army-wide reorganization. Left to right, seated: Lt Gen Leonard D. Heaton, The Surgeon General; Lt Gen Robert W. Colglazier, DCSLOG; Maj Gen Webster Anderson, The Quartermaster General; Maj Gen Ralph C. Cooper, Assistant DCSLOG; Maj Gen Earl F. Cook, Chief Signal Officer; Maj Gen William R. Shuler, Director of Installations, DCSLOG. Standing: Col Daniel Bigelow, Ordnance Corps; Col William H. Guernsey, Jr., Office, Assistant Secretary of the Army (Installations and Logistics). Seated: Maj Gen William F. Cassidy, Deputy Chief of Engineers for Construction; A. Tyler Port, OASA (I&L); Maj Gen Rush B. Lincoln, Jr., Chief of Transportation; Paul R. Ignatius, Assistant Secretary of the Army (Installations and Logistics); Maj Gen Marshall Stubbs, Chief Chemical Officer.

From Army R&D Magazine, August 1962

On 16 January 1962, President Kennedy formally notified Congress of the proposed Army reorganization. Under the Defense Reorganization Act of 1958, the reorganization would become effective 30 days after notification unless Congress objected. Congress did not object, so on 16 February 1962, the Army reorganization took effect.

Detailed planning had begun in late January 1962 when Lieutenant General (LTG) David W. Traub was established as Project Director of the reorganization. He, in turn, named MG Frank S. Besson, Jr., as the chair of the committee working on what was then known as the proposed U.S. Army Materiel Development and Logistics Command (MDLC). MG Besson, then the Chief of Transportation, was expected to become the Commander of the new organization once it was established.



# ARMY RESEARCH AND DEVELOPMENT

MONTHLY NEWSMAGAZINE OF THE OFFICE OF THE CHIEF, RESEARCH AND DEVELOPMENT  
Vol. 3, No. 3 March 1962 • HEADQUARTERS, DEPARTMENT OF THE ARMY • Washington 25, D.C.

## 5 Generals Head Reorganization Implementation Groups

Congress has tacitly approved the plan for broad reorganization of the U.S. Army by permitting the legal time limit of 30 days from notification to pass without stating opposition to the proposed changes. Armed Services Committees of the Senate and the House had been thoroughly briefed on the plan prior to public announcement Jan. 16. Effective Feb. 19, five general officers designated by order of Secretary of the Army Elvis J. Stahr, Jr., assumed their duties as chairmen of the formal planning groups to begin implementing the plan.



Comptroller of the Army Lt Gen David W. Traub is project director for the detailed planning and conduct of the reorganization which is scheduled for accomplishment within an 18-month period. He will report on progress through the Chief of Staff to the Secretary of the Army. General Traub also is chairman of the planning group on reorganization for Headquarters, Department of the Army. Other chairmen are: United States Continental Army Command, Maj Gen Richard D. Meyer; Materiel Development and Logistic Command, Maj Gen Frank S. Besson, Jr.; Combat Developments Command, Lt Gen John P. Daley; Office of Personnel Operations, Maj Gen G. E. Martin. General Meyer is assigned as Deputy Chief of Staff for Logistics, United States Continental Army Command Headquarters, Fort Monroe, Va. General Besson currently is Chief of Transportation and General Daley is Deputy Commanding General for Developments at Hq USCONARC. General Martin is Director of Officer Assignments, Office of the Deputy Chief of Staff for Personnel, Department of the Army.

selection plan is to be forwarded to the Department of the Army Reorganization Project Office by Mar. 20. It states that Headquarters of the Combat Developments Command and the Materiel Developments and Logistic Command "should be located in the general vicinity of Washington, D.C." Existing facilities will be used because new construction funds are not available through FY 1963. Responsibility for selection of headquarters facilities for each of the new commands is assigned to the Deputy Chief of Staff for Logistics. Department of the Army Reorganization Directive No. 210-1, dated Feb. 9, requires that DCSLOG will coordinate with chairmen of the Combat Developments Command, Materiel Developments and Logistic Command, and the U.S. Continental Army Command planning groups to determine availability of sites.





# Early Years and First Challenges (1962 to 1975)



Besson

## Activation

On 2 April 1962 MG Besson was promoted to LTG and appointed Commanding General of MDLC. MDLC was activated as "The U.S. Army Materiel Command" on 8 May 1962, with the new name chosen by LTG Besson for its simplicity and clarity.

Although the new command was established on 8 May 1962, it was not yet fully operational. Its MSCs were activated on 23 May 1962. On 1 July 1962, a nucleus in the AMC headquarters took over responsibility for programming and budget. On 1 August 1962, the various field activities and installations were transferred to AMC and the command became fully operational. They came primarily from six of the technical services: Chief Chemical Officer, Chief of Engineers, Chief of Ordnance (the largest single source of AMC installations), the Quartermaster General, Chief Signal Officer, and the Chief of Transportation. The seventh Technical Service, The Surgeon General, provided one medical depot, and several other installations and activities came from Headquarters, Department of the Army (DA) Deputy Chief of Staff for Logistics, the Continental Army Command, and the Chief of Research and Development.

The newly activated command consisted of 190,000 personnel; over 250 installations, activities, arsenals and laboratories; an inventory of weapons and equipment worth \$23.5 billion (\$176 billion in 2012 dollars); and had an annual budget of \$7.5 billion (\$56 billion in 2012 dollars).

## ARMY RESEARCH AND DEVELOPMENT



MONTHLY NEWSMAGAZINE OF THE OFFICE OF THE CHIEF, RESEARCH AND DEVELOPMENT  
Vol. 3, No. 8 AUGUST 1962 • HEADQUARTERS, DEPARTMENT OF THE ARMY • Washington 25, D. C.

### Army Materiel Command Activation 'Merges' Technical Services

U.S. Army Materiel Command assumption of operational responsibility Aug. 1 "merged" most of the traditional roles of 5 of the 7 Technical Services in the interest of the research and development acceleration essential to a modern Army.



U.S. Army Chief of Staff General George H. Decker presents Army flag to Lt Gen Frank Besson, Jr., Commanding General, Army Materiel Command, marking operational status.

Commanding General of the AMC, Lt Gen Frank M. Besson, Jr., exercises control over a vast network of military installations, involving approximately 166,000 civilian employees and 20,000 officers, with a total inventory of \$23.5 billion and estimated annual expenditures of \$7.5 billion.

Materiel operation functions of the Technical Services, vigorously and successfully defended in many an historic organizational control struggle, are now concentrated, with relatively few exceptions, in the AMC.

From headquarters in Washington, D.C. (Building T-7 at Gravelly Point), the AMC operates through seven major subordinate commands. Empowered as no other command in U.S. Army history, the AMC directs activities of depots, laboratories, arsenals, proving grounds, test ranges, procurement offices and transportation terminals throughout the continental United States.

UNITED STATES ARMY MATERIEL COMMAND  
Office of the Commanding General  
Washington 25, D. C.

1 August 1962

TO ALL PERSONNEL OF THE U. S. ARMY  
MATERIEL COMMAND:

The Army Materiel Command today becomes a full-fledged member of the U. S. Army team. Its mission, stated in its simplest terms, is to equip the Army to take the field—whenever, wherever, and however it is called upon.

For all of us in AMC and its component elements, this mission represents an unprecedented challenge and an unlimited opportunity. It is a challenge because never before has there been a single integrated organization specifically conceived and designed to provide the Army's weapons and equipment.

For months now those of us charged with bringing AMC into being have been at work developing countless charts, graphs, procedures, and directives. Despite the efforts expended, however, no organization can be better than the people who operate it. The measure of AMC's success will be the measure of our individual successes—yours and mine—in the performance of our everyday responsibilities.

Each of you brings to AMC a specific skill or experience. Most of you bring a personal enthusiasm for your special field of work. Many of you also bring a time-tested loyalty to the Technical Services and the other Army elements with which you previously were associated.

It is important that you bring all these things to AMC. We need your skill and experience. Particularly, we need your enthusiastic interest in your specialty. Above all, we need your capacity for loyalty to what is now our common cause: That the U. S. Army shall be the best equipped in the world.

Despite its newness in the Army spectrum, AMC represents a merger of proud traditions that extend, in some instances, to the birth of the Army itself. With your help, I am confident AMC will prove worthy of that great heritage.

F. S. BESSON, JR.  
Lieutenant General, USA  
Commanding

# Early Years and First Challenges (1962 to 1975)

## Mission and Organization

AMC was organized along several different structures rather than being uniform in nature. It was initially organized with seven MSCs, five commodity and two functional. The commodity commands included the Electronics Command, the Missile Command, the Munitions Command, the Mobility Command, and the Weapons Command. The Supply and Maintenance Command (SMC) and the Test and Evaluation Command were established as the two functional commands. In addition to the MSC structure, at the headquarters level there was extensive use of functional experts and of what became a management trademark of General Besson and of AMC until the late 1980s: Project Management.

The command's mission from its beginning until the late 1980s was the life cycle management of materiel from concept through research and development, procurement and production, supply, distribution and maintenance, and finally disposal.

## Headquarters Location

A search for office space for the new command was launched prior to activation. Because of the lack of office space in the Capital region, the original AMC headquarters was located in a World War II-era building, named "T-7" ("Tempo 7" [or Temporary Building #7]) at what is now Ronald Reagan Washington National Airport.



*Above: AMC Headquarters, Building T-7 adjoining National Airport*

*Right: When AMC held an event, employees would need to walk across the airport terminal access road. The event pictured was AMC's birthday celebration, 1 August 1969*



# Early Years and First Challenges (1962 to 1975)



## AMC "Branding"

Early AMC leaders understood the need to "brand" AMC in a distinctive way. They recognized that the AMC brand would provide the soldier in the field an instantly recognizable symbol that would become synonymous with logistics and supply assistance.

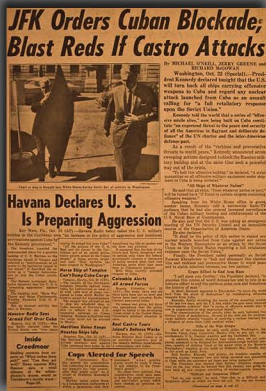
Possibly one of the most iconic symbols of AMC and recognized around the Army as a symbol of excellence, the AMC Shoulder Sleeve Insignia, or SSI, is nothing more (officially) than that - something soldiers wear to show other members of the Army that they work for AMC. AMC did not have its SSI until October 1962. Today, the AMC SSI symbolizes the AMC "brand" like nothing has before or since.

The insignia was originally approved for AMC on 29 October 1962. Years later, it was redesignated for U.S. Army Development and Readiness Command (DARCOM) on 23 February 1976 and redesignated once again for AMC on 23 November 1984.

## Cuban Missile Crisis

In its first two months of existence, AMC received its first test during the Cuban Missile Crisis of October 1962. AMC was responsible for moving assets to Florida in response to the placement of Soviet missiles in Cuba. Additionally, AMC's new subordinate command at Redstone Arsenal, the U.S. Army Missile Command, conducted intelligence assessments on Soviet missile capabilities.

On 23 June 1963, the U. S. and the Soviet Union signed an agreement establishing a "hot line" communications link between Washington and Moscow. The "hot line" was contracted for by AMC.



*President Kennedy confers with General Besson, Redstone Arsenal, September, 1962*



# Early Years and First Challenges (1962 to 1975)

## Early Organizational Changes

The Supply and Maintenance Command (SMC) turned out to have a short life span. It had responsibility for stock control, storage, distribution and transportation functions. Partly because of the Cuban Missile Crisis in October 1962, SMC also had command-wide responsibility for secondary items, repair parts management, and for emergency planning. Since SMC had these responsibilities, HQ AMC kept no staff expertise in the areas of supply and transportation. However, the existence of SMC frequently made it difficult to fix responsibility for problems. The need to fix this problem was made more apparent by the growing conflict in Vietnam and highlighted AMC's supply and maintenance functions as opposed to its materiel development functions.

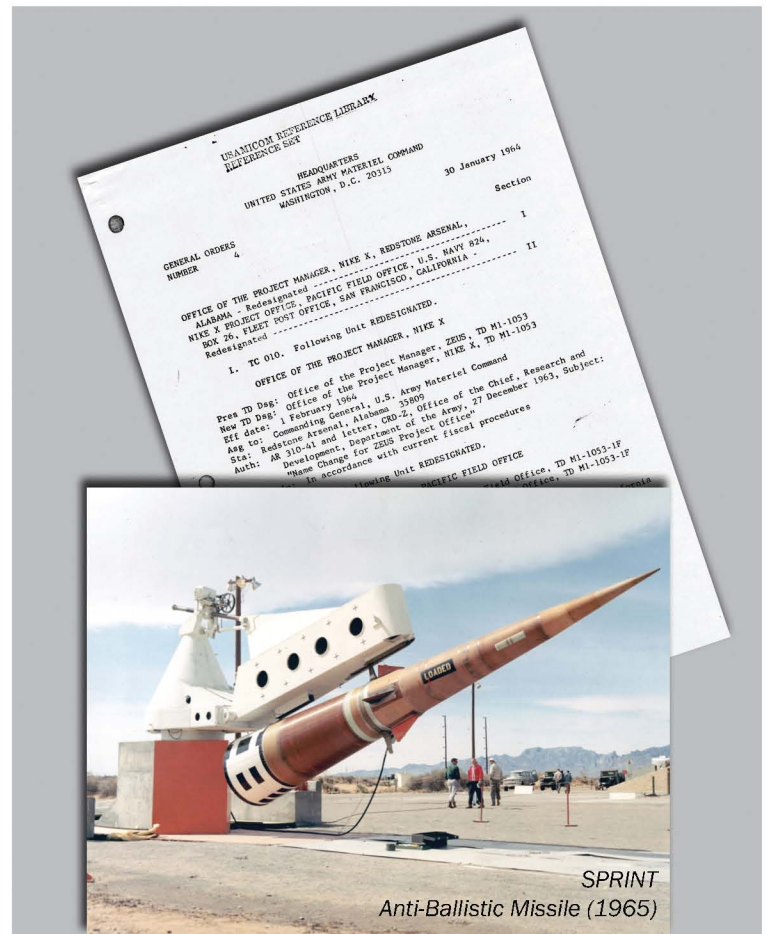
As a result, the headquarters of SMC, which was already in the Washington, D.C. area, and the headquarters of AMC were collocated in 1965. On 1 July 1966, SMC, except for its traffic management function, was merged into headquarters AMC. The traffic management function had been transferred outside of the command the prior year when the Military Traffic Management and Terminal Service was activated.

The second original functional command, the Test and Evaluation Command, had the mission to supply AMC with a tester who was independent of the weapon system developer, a mission it has continued to have throughout the history of AMC.

## Missile Defense

Ballistic missile defense (BMD) was pioneered at Redstone Arsenal in the late 1950s. With the development of the NIKE-ZEUS anti-ballistic missile, Presidents Dwight D. Eisenhower and John F. Kennedy pushed for the development of a BMD system. With the creation of AMC in 1962, AMC inherited the BMD program already in development, the NIKE-X. Though AMC lost the technical project management of the Nation's BMD program in 1967 when Secretary of Defense Robert McNamara redesignated NIKE-X to SENTINEL, AMC continued to provide logistical assistance to SENTINEL and later the SAFEGUARD system until January 1973.

*Colonel (later BG) Ivey O. Drewry Jr., Project Manager for AMC's NIKE ZEUS Project Office, outside of Building 4505 (located across the street from today's AMC headquarters). This project office was the forerunner to today's U.S. Army Space and Missile Defense Command*



# Early Years and First Challenges (1962 to 1975)



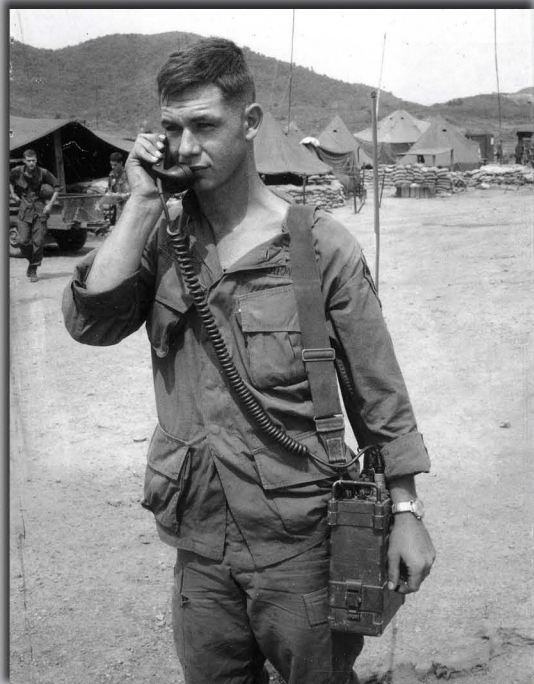
General Besson visited Vietnam often, beginning a long tradition of the AMC Commanding General getting a first-hand look at what the Soldier in the field needed.

## AMC in Vietnam

AMC provided the troops in Southeast Asia with materiel support, although it required a variety of special programs to successfully accomplish this mission. In June of 1965, before the supply system matured, AMC temporarily used "push packages" to supply the forces in Vietnam instead of relying on unit requisitions to "pull" supplies into the area. By January 1966, its use was limited to repair parts. Starting in June 1966, most uses of push packages were ended as the supply system started to be normalized. Push packages did continue to be used to partially support the 11th Armored Cavalry Regiment, to support items newly introduced into the theater, and for unscheduled arrivals of new units into Southeast Asia. The use of push packages ended in January 1967. By that point, however, 157 increments of various push packages had reached Southeast Asia for a total of 931,227 line items with a value of \$390,440,994.00 (\$2.6 billion in 2012 dollars).

Innovations in Logistics - To ensure that supplies in Vietnam were not delayed awaiting surface transportation or lost due to lack of asset visibility, DA instituted the Red Ball Express program on 1 December 1965. It was used only for repair parts needed to remove equipment from deadline status, and it used special procedures to requisition and airlift the needed repair parts. AMC's Logistics Control Office, Pacific was the Continental United States (CONUS) focal point for the program. As of 31 July 1970, the final report for the program, approximately 927,920 net requisitions had been processed and 98.1 percent of them, 909,998 requisitions totaling 66,985 short tons, had been airlifted to Vietnam. This program served as a basis of the Direct Support System which evolved after Vietnam as one of the mainstays of the Army supply system.

Similar intensive maintenance management for critical items resulted in the development of a number of special closed loop programs. In these programs, specific items of equipment were intensively managed as they were retrograded for maintenance, repaired, and returned to the supply system or the user. Although originally developed for Vietnam, their use soon spread to other parts of the Army. Equipment included in the closed loop program included Army aircraft, engines and subsystems; armored personnel carriers; tactical communications and electronics equipment; power generators; and a variety of other commodities.



Soldier with AMC radio set in Vietnam, 1970



# Early Years and First Challenges (1962 to 1975)

Pioneering the Logistical Service Representative (LAR) Concept - AMC also developed an extensive presence within Vietnam as an outgrowth of a program started by General Besson for the Army as a whole. In July 1965 AMC established its first Customer Assistance Office in Europe. The Chief of the Customer Assistance Office served as General Besson's personal representative. The Office was augmented as needed by personnel from the MSCs, Headquarters AMC elements, and project management offices to assist the customer in solving non-routine logistical problems. Although the first such office was established in Europe, the next five were established in the Pacific region in response to the needs of the Vietnam War. These offices were located in Hawaii, site of the headquarters of the U.S. Army, Pacific; Okinawa, which was a major logistical support base for Vietnam; Korea; Vietnam; and Thailand. As of 15 October 1968, some 1,700 AMC personnel were performing duty overseas.

Besides the Customer Assistance Offices, AMC, starting in January 1966, provided Quick Reaction Assistance Teams. These teams, composed of volunteers in various specialties, were prepared - with passports, inoculations, etc. - for immediate dispatch to Southeast Asia in response to problems. Although designed originally for Vietnam, the program was expanded to other countries in the area. As of December 1968, a total of 898 individuals had provided such supply and maintenance technical assistance as follows: Vietnam, 731; Okinawa, 122; Thailand, 30; and Korea, 15. The demand for such support at times was difficult to meet; however, General Besson told his MSC Commanders that "regardless of the numbers of personnel involved we must continue to provide this vital assistance until our forces in Vietnam attain the capability to cope with their own logistical problems."

Post-Vietnam Drawdown - Just as the withdrawal from Vietnam signaled a draw down in overall military strength, the early 1970s also witnessed continued cuts to both military and civilian AMC manpower. In 1970, the command lost some 6,402 civilian employee authorizations, 15,338 in 1971, the next year 7,712, and 5,456 in 1973. In many cases, AMC handled the reductions through attrition, including such methods as one-for-five replacement hiring in the effort to meet the increasingly lower ceilings.



Ch-47 Chinook, 1969



USNS Corpus Christi Bay

U.S. ARMY MATERIEL COMMAND  
**CHANGE OF COMMAND  
CEREMONY**

FT MYER, VA.  
10 MARCH 1969

First AMC Change of Command Ceremony between GEN Ferdinand J. Chesarek (left) and GEN Besson, 10 March 1969

# Early Years and First Challenges (1962 to 1975)



The venerable M-16 was created during the Vietnam Era

## Project Management Shifts to the MSCs

The period from 1969 to 1975 saw firm efforts to limit the extent to which project management (PM) was used within AMC and to standardize both the internal organization and the reporting procedures of the PM programs. It also saw increased influence over the PM programs by MSC commanders and the HQ AMC functional staffs. Still another major feature of this period was an effort to develop and regularize a PM personnel program. PM-managed programs fell from a peak of 68 down to 43 by the end of fiscal year 1970 and down to 41 a year later. During the same period, the number of project managers stationed in the Washington, D.C., area fell from 23 to 4.

## A Decade of Innovation

In its first decade of existence, the soldiers and civilians of AMC had established an exceptional record of service to the Nation. Examples of their achievements included supplying and supporting the most advanced radios, switches, teletypewriters, and telephones the Army had ever seen up to that time. They fielded the M-16 rifle and had replaced the first generation "sniper scope" of World War II with second generation night vision devices. They had made military history in May 1972 when the TOW missile system in its airborne configuration became the first American-made guided missile to be fired in combat by U.S. soldiers. And they had made numerous other advances in technology such as freeze-dried and concentrated foods first designed for astronauts, automated warehouses, and other weapon systems.

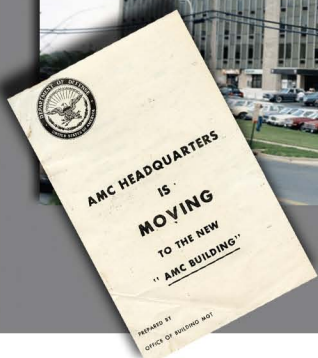


The tube-launched, optically-tracked, wire-guided (TOW) missile mounted on a UH-1 Iroquois ("Huey") helicopter made history in Vietnam in 1972

## "The AMC Building"

In the midst of organizational changes and a drawdown in this country's participation in Vietnam, plans were made to move out of the temporary World War II-era facilities at National Airport. In early 1973, AMC Headquarters moved to a new home at 5001 Eisenhower Avenue, in Alexandria, Virginia. There was a \$100 naming contest for the new building. The name chosen from over 500 applicants was simply "The AMC Building."

The 13-story, ultramodern (for its time) \$15 million (\$76.5 million in 2012 dollars) AMC Building was said to be "scientifically designed to meet AMC operational requirements in an efficiently convenient manner ... (The leased structure had) ten stories above and two stories below the ground level provided approximately 470,000 feet of space, about 400,000 of which (would) be occupied by AMC activities. Except for a well-equipped health service facility for AMC employees, most of the ground floor space (was) being leased to private concerns for convenience facilities to serve employees." These included a 450-seat cafeteria, a 122-seat "more elegant lounge-type eating facility," a barber shop, hair stylist, dry cleaner, full-service bank, and other enterprises. It would serve as AMC's home for 30 years.



# Changes in Names and Missions (1976 to 1989)

## A New Name for AMC

At the same time that AMC was moving into its new headquarters facilities, the Army was scaling down its activities worldwide. A special Army Materiel Acquisition Review Committee on 1 April 1974 recommended that independent development and logistics organizations be established to improve management of both acquisition and readiness activities. As a result, AMC was designated DARCOM on 23 January 1976 to symbolize the change to a more corporate structure.

The DARCOM Commander, General John Deane best summed up this effort: "We wanted to change our philosophy of how we do business and also change the attitude of the people in the command. We wanted to emphasize that readiness is a part of our business."

As part of this reorganization, the commodity commands formerly managed by AMC were broken into separate commands for research and development and readiness.

## The Big Five

During the late 1970's through the mid-1980's, DARCOM focused much of its energies on the what became known as the "Big 5"- the Apache, the Black Hawk, the Abrams tank, the Bradley Fighting Vehicle, and the Patriot missile system. Other notable items that were introduced into the Army inventory during this time were the High Mobility Multi-purpose Wheeled Vehicles (HMMWVs), the Kevlar helmet and body armor, the Battle Dress Uniform (BDUs), the MK19-3 40mm Grenade Machine Gun, and the Multiple Launch Rocket System (MLRS).



Top and left: Patriot Air Defense Missile System; Abrams Tank



## Changes in Names and Missions (1976 to 1989)



From top to bottom: Black Hawk Utility Helicopter, Bradley Fighting Vehicle, Apache Attack Helicopter



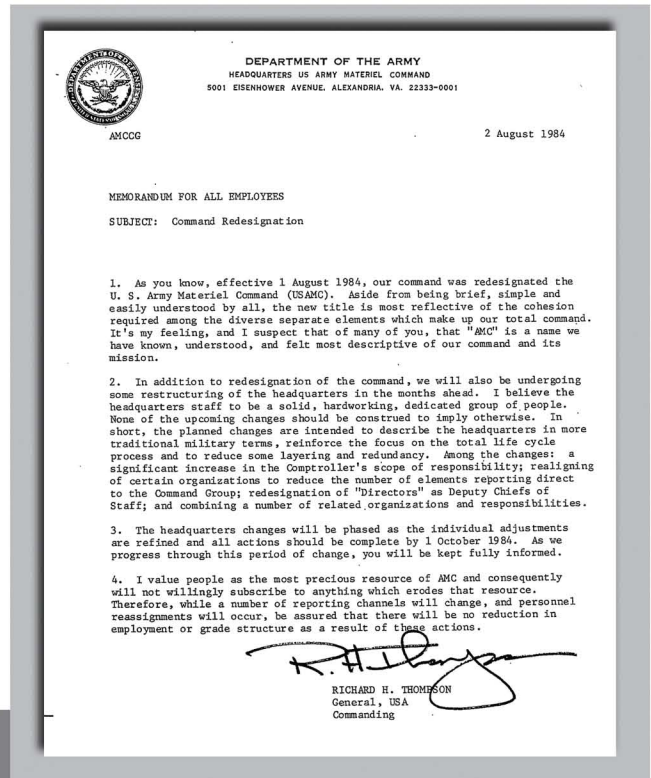
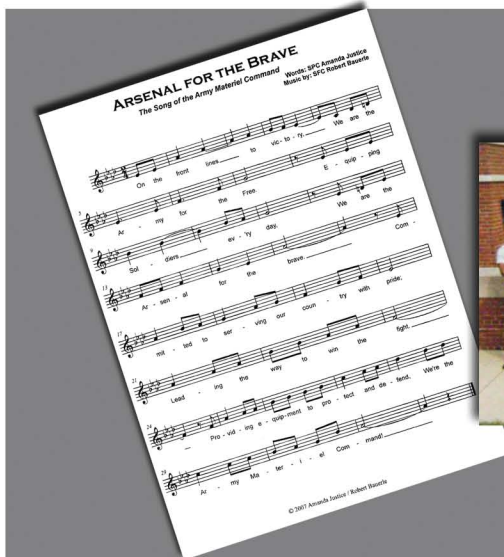
# Changes in Names and Missions (1976 to 1989)

## AMC Again

On 1 August 1984, it was announced that DARCOM had shortened its name back to the Army Materiel Command or AMC to "remove a perceived boundary between development and logistics support implied in the DARCOM name" and because the brevity and clarity of the name AMC "will be better understood by allies and the general public." Interestingly, most of the commodity commands that had been broken apart when DARCOM was created had already been put back together.

## The AMC Song

AMC's own military march was born the next year. On 23 May 1985, "Share The Pride," written and composed by the Army Band, was presented by the AMC Commanding General, General Richard H. Thompson, to the work force at Recognition Day ceremonies at the command's headquarters. The song linked the history of the command to music by incorporating music from the technical services that had formed the basis for establishment of the command in 1962.



## The End of AMC's Project Management

The Goldwater-Nichols DOD Reorganization Act of 1986 greatly changed the basic structure of AMC. An Assistant Secretary of the Army for Research, Development, and Acquisition was established with a Military Deputy. In addition, the Under Secretary of the Army was named the AAE. In 1988, some 47 Program Managers transferred out of AMC and into the AAE/PEO structure. AMC was removed from their direct chain of command but had responsibility to support the project managers through matrix management.



# “When We Were Needed, We Were There” (1990 to 2000)



*A company from the 101st Airborne Division (Air Assault)*



*Bradley Fighting Vehicle*



*AH-64 Apache Attack Helicopter*

## Operations JUST CAUSE and DESERT SHIELD/DESERT STORM

The period of the 1990's in AMC's history could be best described as "When we were needed, we were there." It began with support to Operation Just Cause in early 1990 where AMC personnel performed such major actions as deploying logistics assistance personnel attached to operational units, intensively managing aviation readiness, and processing captured weapons and ammunition. This action was followed by Operation Desert Shield/Desert Storm (ODS).

## System Performance in ODS

It is important to note that AMC had developed, fielded, and sustained the "Big 5" systems, plus the high tech innovations that the Army used so successfully in this fight. Weapon system performance exceeded expectations. For the Abrams Tank, it was reported at the time that during a night move by the 3rd Armored Division, more than 300 tanks covered 200 kilometers without a single tank breaking down. The M1A1s maintained operational readiness rates over 90 percent before and during combat.

For the Bradley Fighting Vehicle, readiness rates stayed over 90 percent both before and during combat. No transmission failures were reported during combat. Crews reported the 25mm Bushmaster cannon was more lethal than expected.

Apache attack helicopters from the 101st Aviation Brigade fired the first shots of the war. On 17 January 1991, eight AH-64 Apaches fired 27 Hellfire missiles at two Iraqi early warning radar sites deep in western Iraq. The attack completely destroyed both sites, creating an air corridor used by the Air Force to begin its bombing campaign. In a single battle, the 229th Aviation Brigade's 4th Battalion destroyed 50 Iraqi tanks. Apache readiness rates exceeded Army standards throughout the operation.

The Patriot air defense missile system had been upgraded to this Nation's first operational and fielded, non-nuclear antiballistic missile system through a series of software and hardware upgrades just shortly before hostilities began. Patriots were fired against 47 incoming Scud missiles, intercepting 45 of them. Patriot readiness rates stayed above 95 percent throughout the deployment. An Air Force officer said, after Scud attacks on Dhahran and Riyadh during January, that "No one should underestimate the value of the Patriot system in this war ... in the historical analysis and stories of this war, Patriot will be one of the key systems which influenced the outcome."

Other equipment drawing praise from Army officials included the UH-60 Blackhawk, CH-47 Chinook, and OH-58D Kiowa helicopters; the Joint Surveillance and Target Attack Radar System; and the single-channel ground and airborne radio system.

# “When We Were Needed, We Were There” (1990 to 2000)

## AMC's Logistical Support in ODS

All total, AMC delivered more than 900,000 tons of equipment, supplies, and ammunition to this war effort. Analysts at AMC concluded that AMC's efforts were the logistical equivalent of moving the entire city of Atlanta - all its people and everything moveable - then setting it up again in an uninhabited desert half way around the world and sustaining it for six months. Four hundred thousand tons of ammunition poured across the ocean. If the vehicles shipped to Saudi Arabia were placed end to end, they would have stretched from Washington D.C., all the way to Disney World.



Top: A vehicle cargo ship prepares to off-load equipment during ODS



Left: Vehicles line a pier in preparation for redeployment to the United States after ODS

## Humanitarian Support

Also during the 1990's, AMC was involved in extensive humanitarian and peacekeeping activities in such places as Somalia, Haiti, Rwanda, Bosnia, and Kosovo. AMC was also there for the people in south Florida after the devastation of Hurricane Andrew in 1992.



Haiti 1994



Hurricane Andrew 1992



Bosnia 1996



Somalia 1992

# The Transformative Decade (2001 to 2012)



## Introduction

In the fifth decade of its history, AMC's greatest accomplishment was the ability to support joint warfighters on two fronts - Iraq and Afghanistan, regardless of its many other demands. AMC supported that effort while also sustaining contingency operations in places like Haiti, Pakistan, and Japan, and while completing the largest consolidation under the Base Realignment and Closure (BRAC) Commission's recommendations in history. At the same time, AMC continued the reset of the Army's and its joint partner's equipment after a decade at war to regenerate combat power for future deployments. This mission meant operating AMC's depots, arsenals, and plants at three times the rate AMC ran them at the height of the Vietnam War.

## 9/11

The terrorist attacks of 11 September 2001 and the American response generated challenges to the military logistics community both at home and overseas. As the U.S. and its coalition partners launched Operation Enduring Freedom (OEF) to destroy terrorist training camps and infrastructure and the Taliban military in Afghanistan and as the coalition partners began planning for possible war with Iraq, senior logistics leaders infused their organizations with a sense of urgency to meet the changed environment.

Without delay, AMC mobilized to assist first responders, to secure valuable assets, and to support soldiers deployed around the globe. AMC re-emphasized its determination to push forward, to put AMC soldiers, civilians, and contractors on the line with the warfighters. It also redoubled efforts to improve logistics and manufacturing processes in order to provide enhanced equipment in a timelier manner. Overall, the command focused its energy on making the slogan a reality - "get the right supplies to the right place at the right time for the joint force."

## Early OEF/OIF Efforts

From the beginning, members of the logistics community responded, providing people, equipment, and supplies to New York City and to the Pentagon and establishing base camps in Uzbekistan to support Coalition forces in Afghanistan. They played a major role in preparing for Operation Iraqi Freedom (OIF). AMC's Logistics Support Element - Southwest Asia (LSE-SWA) managed the download, build-up, issues of prepositioned equipment, and its push on Baghdad.

The AMC force grew to more than 8,500 by May 2003. In terms of prepositioned equipment, AMC provided stocks from ships, including 6.4 million MREs (meals ready to eat) and 58 thousand tons of ammunition. Prepositioned stocks on land included another 8 thousand tons of ammunition as well as 324 tanks, 374 Bradley Fighting Vehicles, 9,426 HMMWVs, and 7,074 other trucks.



# The Transformative Decade (2001 to 2012)

During the summer of 2003, LARs found ways to deal with significant shortages in tank track, Bradley track shoes, and aviation parts by improving distribution in theater and ramping up production back home. During the spring and summer of 2004, with the rise of insurgent attacks, logisticians continued to provide support while dealing with the increased threats to the long supply lines from Kuwait into Iraq. Meanwhile, the U.S. Army Combined Arms Support Command sent teams into theater to assist soldiers in addressing problems; for example, sending Automated Logistics Assistance Teams to help soldiers order and track parts requisitions.

AMC implemented a number of organizational changes and achieved several milestones in moving towards networking logisticians and warfighters via digital capabilities. The entire Army was converted and capitalized under the Single Stock Fund by May 2003, the Logistics Modernization Program went “live” in July 2003, and AMC continued its push to “deliver seamless logistics business processes and seamless automation from factory to foxhole.”

At the same time, AMC sought funding and pursued innovative partnerships to rejuvenate its industrial base of arsenals, maintenance depots, and ammunition plants. Moreover, it implemented programs intended to improve productivity and managerial efficiencies in the industrial operations, using the Lean Six Sigma methodology to evaluate and improve processes. The Command claimed a number of successes, including improved processes for rebuilding helicopter engines and for recapitalizing HMMWVs. The improvements saved time and produced better equipment and also saved money. Overall, AMC saved in excess of \$100 million in 2005 by applying Lean Six Sigma.

## Responsible Reset Task Force

Prior to December 2011, AMC and its strategic partners’ focus was the retrograde of equipment from the Afghanistan and Iraqi theaters of operations in support of OEF, OIF, and Operation New Dawn (OND). AMC established a footprint in theater during OIF supporting Combined Joint Task Force (CJTF)-7 with an LSE Iraq in May 2003, along with seven subordinate commands which eventually transitioned into the 402nd AFSB in October 2006.

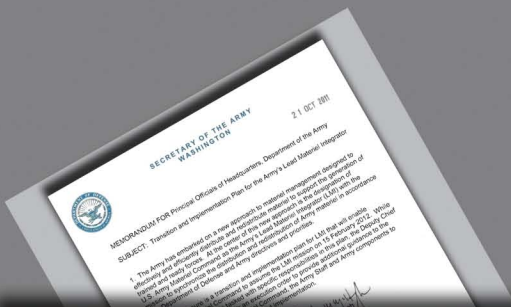
Responsible Reset Task Force (R2TF) was established in August 2009 to facilitate information and decisions to meet requirements and deadlines while meeting Reset requirements for the force. R2TF brought to the forefront in theater, a unique blend of strategic, operational, and functional skill sets that provided logistics, transportation, modeling, simulation, and operation research capabilities allowing for enhanced planning and retrograde mission execution. In other words, R2TF served as a large ‘catcher’s mitt’ in Kuwait for all the equipment coming out of Iraq to ensure AMC could not only track it, but return it, repair it, dispose of it, or redistribute it.



# The Transformative Decade (2001 to 2012)



U.S. Defense Secretary Leon E. Panetta marks the end of the U.S. mission in Iraq in Baghdad, 15 December 2011.



General Ann E. Dunwoody, AMC commander, and Secretary of the Army John McHugh at Redstone Arsenal Airfield, 23 June 2011.

Because AMC was forward deployed, it was able to support efforts to ship equipment directly from Iraq to Afghanistan. More than 50 percent of the equipment needed for the Afghan surge came from equipment coming out of Iraq – a large cost avoidance. Management of equipment on this magnitude would not have been possible in the past because the automation tools did not exist. However, because of advancements in automated systems and forward deployed logistics capabilities, AMC was able to see the equipment and, as a result, could repair the equipment in theater and ship the equipment straight to Afghanistan instead of shipping from the United States. R2TF's mission was fully integrated with the U.S. Central Command (CENTCOM) and the U.S. Army Central (ARCENT) in theater. In a March 2012 interview, General Ann E. Dunwoody, Commanding General of AMC, stated "What I'm most proud of is how today's AMC really does serve as an extension of the CENTCOM and ARCENT families and is a full member of that great, joint logistics team."

If one could put all the equipment that was in Iraq in a single convoy, it would stretch over 2,000 miles. Throughout the course of OIF/OND, AMC deployed, sustained, and redeployed a total of 314 brigade-equivalent units. It retrograded more than 2.4 million pieces of equipment. The troop movement to Kuwait was akin to evacuating the entire population of Quincy, Massachusetts, and moving it to Washington, D.C. If AMC stacked every container that left Iraq, the stack would be 51 miles high - nine times the height of Mt. Everest. This was a logistics mission on a historic scale.

## End of OND

On 15 December 2011, Defense Secretary Leon E. Panetta joined Chairman of the Joint Chiefs of Staff General Martin E. Dempsey and other U.S. and Iraq leaders in honoring eight years of service and sacrifice as they commemorated the end of the U.S. military mission in Iraq.

## Institutional Adaptation

Institutional adaptation has been critical in AMC's success. Throughout this period, AMC worked to link the industrial base to the operational force and focused on supporting the Joint Force and the Combatant Commanders. Since 9/11, AMC built a number of new capabilities for the joint soldier.

**AFSB** - AMC's AFSBs, Army Contracting Brigades, and Transportation Brigades were aligned with each of the Combatant Commands in order to respond to the needs of the Joint Warfighter across the logistics spectrum.

**LMI** - At the same time AMC was adapting its operational arm, it worked to alter its generating arm in order to better synchronize the distribution and redistribution of equipment. On 22 March 2011, the Secretary of the Army designated AMC as the Army's Lead Materiel Integrator (LMI). The LMI approach to materiel management will be a transformational model for the Army and changed how the Army will equip its warfighter.

On 15 February 2012, AMC formally assumed the LMI mission for the Army. LMI synchronized the distribution and redistribution of Army materiel, in relation to priorities and directives. ASC, LMI's executing agent, serves as the Army's single synchronization point, working with all stakeholders to source

# The Transformative Decade (2001 to 2012)

Army materiel requirements. Through use of the Distribution Management Center, AFSBs, and Directorates of Logistics, ASC ensures that the right material will be provided in the right quantity and condition and delivered to the right place, at the right time.

The LMI mission will be an ongoing process that will continuously improve the efficiency and effectiveness of Army materiel management. The end state of the LMI approach would be fully integrated and synchronized materiel distribution and redistribution process at best value for the Army.

For the first time, LMI will integrate equipment that is on hand with maintenance availability. This will also leverage state-of-the-art automation to establish one authority, one source of repair and one information system, all working together to provide visibility of every piece of equipment across the Army.

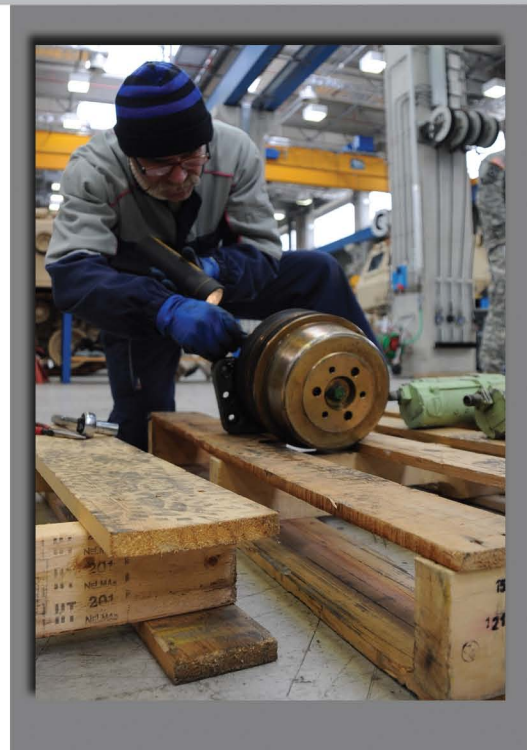
**Contracting** - In 2007, the Secretary of the Army formed an independent commission on Army Acquisition and Program Management in Expeditionary Operations, also known as the Gansler Commission, to review recent lessons learned and recommend ways to improve future military operations. In compliance with these recommendations, on 1 October 2008, the Army recognized the formal establishment of the Army Contracting Command (ACC) as a major subordinate command of AMC. This one-of-a-kind Army organization would perform the majority of contracting work for the U.S. Army, and consisted of two subordinate commands responsible for installation and expeditionary contracting, and other Army contracting elements.

General Dunwoody said it best when she stated in an AUSA interview “We cannot underestimate contracting as a combat multiplier or ‘weapon system’ on the battlefield.” Contracting allowed AMC to support programs which hired the local Iraqi and Afghanistan population and gave them jobs while infusing money into their economy. AMC considered this capability as a powerful tool for nation-building. It also helped enable combatant and field Commanders’ theater engagement and partnering strategies.

ACC maintains contracting support brigades that are able to deploy forward with trained and certified contract managers that can give oversight to the contracting business in theater. AMC hired and trained more than 900 new acquisition professionals to meet growing demand for contract operations. In addition, AMC implemented initiatives such as Service Contract Reform, a tool that incorporated better buying power and optimization of services contracts across the Army. In fact, AMC was the only service that had a command and control capability associated with its contracting capability.

**SDDC** - Another organization adaptation was the realignment of SDDC to AMC with operational control to AMC’s joint partners at the Transportation Systems Command. With SDDC’s assignment to AMC on 16 January 2007, AMC was able to control and coordinate the movement of equipment, supplies and services.

The benefit of this change is that AMC has been able to connect what was historically the industrial, CONUS-based organization to the joint warfighter – factory to foxhole, concept to combat.





# The Transformative Decade (2001 to 2012)



Ft. Hood's Directorate of Logistics transferred to AMC on 8 October 2010

Directorate of Logistics (DOL) Enterprise Transformation - The DOL Enterprise Transformation was an Army initiative to align all Army functions within four Army Enterprises: Human Capital, Readiness, Materiel, and Support Services. Aligning the DOL Materiel support functions into the Materiel Enterprise aligned functions to the core competencies of the enterprise and into a single command and control structure. This alignment of ammunition supply, retail supply support, central issue facilities, asset management, materiel support maintenance, transportation, and other installation support services would enable AMC to streamline support and to execute efficiencies and changes quicker. The magnitude of the transfer would cover 74 DOLs worldwide.

AMC and the Installation Management Command (IMCOM) signed a Memorandum of Agreement on 23 January 2007 to begin this process. By 1 October 2012, transfer of DOL personnel and resources worldwide from IMCOM to AMC is expected to be completed. This would include the transfer of 73 installations worldwide, \$700 million in assets, over 5,400 DA Civilians, and over 18,000 contractors by IMCOM to AMC. Current potential cost savings/avoidance is estimated to be over \$40 million.

The transfer will enable AMC to eliminate redundancies in logistics contracts and reduce contract management costs, eliminate redundant installation maintenance support programs, and reduce costs in management and maintenance of left behind equipment. The end state would link installation logistics to AMC's technical, industrial, and logistical base, thus maximizing the utilization of the Army's logistics capacity and capabilities.

## Humanitarian Support

Hurricane Katrina - Hurricane Katrina struck the Louisiana, Mississippi, and Alabama Gulf Coast area on the morning of 29 August 2005, with Category Force 3 winds and accompanying tidal surge and heavy rain. The next day, the levees in New Orleans gave way. Almost immediately, Army units were dispatched to assist in search and rescue and humanitarian relief operations.

AMC moved quickly and responsively to support Joint Task Force Katrina, Task Force All American (82<sup>nd</sup> Airborne Division), the 13<sup>th</sup> Corps Support Command, and others. AFSC stood up the AFSB-Katrina at the New Orleans International Airport. LARs accompanied their respective units, specifically the 82<sup>nd</sup> and the 1<sup>st</sup> Cavalry Division. At the peak, AMC had about 190 people in the Joint Operations Area.

Army helicopters were dispatched to assist in search and rescue operations; containerized life support systems were provided that included latrine sets, shower sets, laundry sets, electric kitchen sets, a fresh water system, a waste water system, and power generators; and communications equipment was set up.

AMC installations also provided vital storage and staging areas for the Federal Emergency Management Administration (FEMA). For example, FEMA used land at Lone Star Army Ammunition Plant and Red River Army Depot at Texarkana, Texas, as a FEMA storage/distribution point for mobile homes and recreational vehicles to be used as temporary housing for hurricane survivors. In addition, the National Aeronautics and Space Administration's Stennis Space Center became the primary staging base for FEMA in the Gulfport, Mississippi, area. The Mississippi Army Ammunition Plant, a tenant on Stennis, became a focus of activity for FEMA, the U.S. Forest Service, the National Guard, Marines, and others.



# The Transformative Decade (2001 to 2012)

Pakistan - In October 2005 when a massive earthquake devastated parts of Pakistan, AMC mobilized its deployed personnel to provide communications, transportation and construction vehicles, electronics, repair parts, fuel, food, and medical supplies. Coalition Joint Task Force-76 tapped AFSB-Afghanistan to operate a logistics cell at Qasim Airbase in Pakistan to support Task Force Griffin (Pakistan). The small team of logisticians, engineers, NCOs, and a contracting officer enabled the commander of the relief effort to rely on a single, reliable point of contact to provide logistics coordination. First, the cell supervised construction of a base camp; then they supervised expansion of the airfield.

Haiti - In 2009, AMC also performed a critical role in support of Operation Unified Response following the Haitian earthquake. Within days of the disaster, AMC provided life support, food distribution, water purification and contingency contracting support with a small team - about 200 soldiers and Army civilians. AMC had its contracting team in place within 72 hours of the earthquake and ready to do contracting services.

Japan - After the 11 March 2011 earthquake in Japan, AMC sent the Army Dosimetry Center to provide radiation detection support to the U.S. Pacific Command in Japan as part of Operation Tomodachi. U.S. service members delivered 1,707,815 gallons of water, 172 tons of food, 10 tons of medical supplies, and 34 tons of other relief supplies.

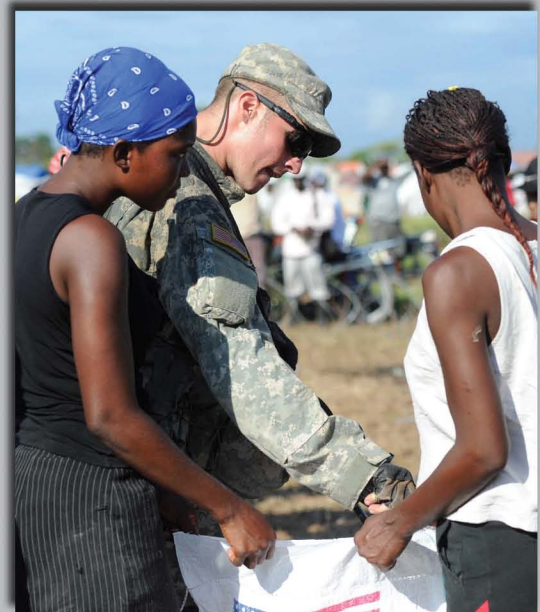
## BRAC

In the fall of 2002, plans were approved to relocate Headquarters, AMC, to Fort Belvoir, Virginia. One of the main reasons for this move was that location on an Army installation in the post-9/11 environment would provide enhanced security from a force protection standpoint. Also, staying in the 30-year old building on Eisenhower Avenue would probably require an extensive rehabilitation effort to provide full information technology capabilities. A ceremony to celebrate the command's arrival at Fort Belvoir was held in March 2003.

In 2005, BRAC recommended to Congress the movement of AMC Headquarters from Fort Belvoir to Redstone Arsenal, Alabama. The Redstone move was completed in two phases - the first into temporary locations at Redstone and then into a permanent facility once it was completed. A groundbreaking ceremony was held at Redstone Arsenal on 17 September 2008 for two buildings with a common lobby that would house both AMC and USASAC.



*Pakistan (above) and Haiti (below) relief efforts*



*AMC HQ Building, Ft. Belvoir, Virginia*

# The Transformative Decade (2001 to 2012)

On 15 June 2011, General Dunwoody conducted a "Touchdown" ceremony in front of the new AMC Headquarters Building (Building 4400). The ceremony marked the completion of AMC's move from Ft. Belvoir, Virginia, to Redstone Arsenal, Alabama. For the first time in AMC history the Army had an integrated operations center providing near real-time visibility of the materiel and services our warfighters need.

Throughout the command, BRAC affected 11,000 AMC employees - one out of every six - across 25 states. It was the largest BRAC round in the history of the Army. This action also closed four ammo plants (Lonestar, Riverbank, Mississippi, and Kansas). It also:

- a) Eliminated excess depot maintenance capacity at Red River and Rock Island
- b) Relocated 85,000 tons of ammo
- c) Eliminated 1,274 jobs while obtaining above forecast volunteer relocations (HQ AMC 56 percent; TACOM 45 percent; CECOM 64 percent)

BRAC also allowed AMC to take advantage of synergies in its organizations as AMC shifted its centers of gravity to four locations: Redstone Arsenal; Aberdeen Proving Ground, Maryland; Warren, Michigan; and Rock Island Arsenal, Illinois. At Redstone Arsenal, AMC is co-located on the installation with USASAC, ACC, the Expeditionary Contracting Command, AMCOM, and AMC's Logistics Support Agency.



*Groundbreaking for the new HQ AMC Building,  
17 September 2008*



*Middle left and above: General Dunwoody presides  
over AMC "Touchdown" Ceremony, 15 June 2011.  
Left: AMC HQ Building, Redstone Arsenal, September  
2011*

