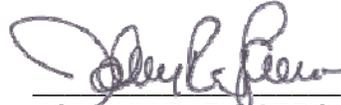


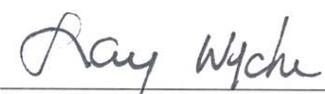


# Demilitarization Enterprise Strategic Plan

15 June 09

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# Table of Contents

<b>1.0 The Demilitarization Enterprise.....</b>	<b>1</b>
<b>2.0 Demil’s Strategic Planning Process .....</b>	<b>2</b>
<b>3.0 Strategic Goals .....</b>	<b>3</b>
<b>4.0 Goal Tables (Details of implementing actions) .....</b>	<b>4</b>
4.1 Goal #1: Reduce the Demil stockpile by 6% annually .....	5
4.2 Goal #2: Continuously improve the efficiency and effectiveness of Demil capabilities within the Enterprise.....	7
4.3 Goal #3: Implement Design for Demil for all new and modified conventional ammunition products.....	12
4.4 Goal #4: Implement closed disposal/resource recovery and recycling when economically viable.....	14
<b>5.0 Implementation.....</b>	<b>17</b>
<b>Appendix A: Demil Objectives Ranked by Risk Exposure .....</b>	<b>18</b>
<b>Appendix B: SWOT Analysis and Risk Exposure.....</b>	<b>19</b>
Table 1 Demilitarization Enterprise Strengths .....	19
Table 2 Demilitarization Enterprise Weaknesses.....	20
Table 3 Demilitarization Enterprise Opportunities .....	21
Table 4 Demilitarization Enterprise Threats .....	22
<b>Appendix C: Goal/Objective Correlation – SMCA-IBSP to Demil.....</b>	<b>23</b>
<b>Appendix D: Acronyms.....</b>	<b>25</b>
<b>Appendix E: References .....</b>	<b>27</b>

# Demilitarization Enterprise Strategic Plan

## 1.0 The Demilitarization Enterprise

The Office of the Product Manager for Demilitarization (OPM Demil) was established in December 2002 to provide a single focus and acquisition management for the Department of Defense (DOD) Conventional Ammunition Demilitarization Program. The Army Acquisition Executive, acting as the Single Manager for Conventional Ammunition (SMCA), delegated authority to the PM Demil for demilitarization of all conventional ammunition, including tactical missiles and large rocket motors. The OPM Demil is part of the Project Manager for Joint Services and the Program Executive Office for Ammunition organizations at Picatinny Arsenal, NJ.

The Demil Enterprise is comprised of the operational stakeholders responsible for the demilitarization portion of acquisition life-cycle management and the execution of conventional ammunition demilitarization. The Demil Enterprise is a multi-service, multi-organizational, multi-functional, and diverse business enterprise committed to meeting our customer's expectations and requirements for demilitarization of the conventional ammunition stockpile. OPM Demil, the Joint Munitions Command (JMC), the Defense Ammunition Center (DAC), Aviation and Missile Command (AMCOM), and the Research, Development, and Engineering Command (RDECOM) are principal parties to the Demil Enterprise operations. RDECOM is represented by the Armament Research, Development and Engineering Center (ARDEC) and the Aviation and Missile Research, Development and Engineering Center (AMRDEC). Representatives from each of the military services also participate as required. Demil's "*enterprise structure*" provides strategic-level management and guidance for the dispersed organizations that perform our mission. A formal Memorandum of Understanding (MOU) defines the working relationships among the Enterprise principal parties. A keystone provision of the Demil Enterprise MOU is that operational actions of the Enterprise are defined by the Demilitarization Enterprise Strategic Plan.

The "vision" of the Demilitarization Enterprise:

***"To become a globally recognized Center of Excellence for the demilitarization of conventional ammunition"***

Our Enterprise vision reflects a desired end-state and provides a sense of the future – an imaginable picture of our destination. Our vision empowers our team to act and challenges us to take risks and be innovative. Our vision is simple, compelling, and powerful. Its words and image projection motivate and unite our efforts.

The "mission" of the Demilitarization Enterprise is the reason for our existence:

***“To perform the demilitarization portion of acquisition life-cycle management of conventional ammunition for the Military Services, the DOD, and US Government agencies”***

## **2.0 Demil’s Strategic Planning Process**

Strategic planning serves a variety of purposes for the Demil Enterprise, including:

- Clearly defines a purpose for the Enterprise and establishes realistic goals and objectives consistent with our mission, in a defined time frame, and within the organization’s capacity for implementation.
- Communicates those goals and related objectives/actions to the Enterprise’s constituents.
- Ensures the most effective use is made of our resources by focusing those resources on strategic priorities.
- Provides a base from which progress can be measured and establishes a mechanism for informed change.

The approach used to develop the Demilitarization Enterprise Strategic Plan was to establish strategic-level goals that were decomposed to create subordinate objectives that lend themselves to further decomposition into implementing actions, performance measures, and desired outcomes (these terms are defined below). The intent of this approach was to create a Strategic Plan that provides clarity of presentation with operational guidance to Enterprise Stakeholders.

**Goal** = an overarching achievement or final purpose

**Objective** = a broad description of future achievements that results from a decomposition of goals

**Implementing actions** = specific activities, investments, or other operational endeavors undertaken to accomplish an objective

**Performance measure** = used to assess progress toward achieving an objective and to drive accountability

**Desired outcome** = benefits or measures of success when an objective is accomplished

By definition, strategic planning is hierarchal in nature. Strategic plans of subordinate organizations should demonstrate how their actions support accomplishment of their superior organization’s strategic goals. The Demil Enterprise Strategic Plan supports the Single Manager for Conventional Ammunition Industrial Base Strategic Plan with numerous implementing actions. At a summary level, this support is demonstrated by a correlation matrix presented at Appendix C.

The Demil Enterprise Strategic Plan describes long-range plans for the implementation of actions that support achievement of our strategic goals. Essentially, it is a “snap

shot” as of the date of approval, and thus requires supplemental processes to manage its planned actions and track their accomplishment with performance metrics. OPM Demil has implemented a companion tool to provide timely tracking and management of the Strategic Plan’s implementing actions. The Demil Enterprise Integrated Master Plan (IMP) provides the capability for real-time management of on-going activity. It is a living document that is updated on a regular basis and communicated throughout the Demil Enterprise. The IMP timelines and program information is maintained as an accurate reflection of current affairs and thus has precedence over details presented in this Strategic Plan.

The Enterprise Team performed a self-analysis to identify strengths, weaknesses, opportunities, and threats (SWOT) that influence our ability to fulfill the Enterprise mission and accomplish its strategic goals. A risk assessment of SWOT elements was performed to quantify their probability and impact. This exercise was used to rank-order each element of the SWOT analysis according to its relative importance. Results from the SWOT analysis and risk assessment are shown in Appendix B.

The SWOT analysis was used as part of the process to identify and develop the subordinate-level objectives related to each of the strategic goals. The SWOT findings were used to address the following questions:

- Strengths and Opportunities (SO) - How can Enterprise strengths be used to take advantage of opportunities?
- Strengths and Threats (ST) - How can the Enterprise take advantage of strengths to avoid real and potential threats?
- Weaknesses and Opportunities (WO) - How can the Enterprise overcome weaknesses that constrain opportunities?
- Weaknesses and Threats (WT) – What defensive actions can the Enterprise use to prevent weaknesses from increasing the vulnerability to threats?

Answers to these questions became the basis for development of objectives that specifically address each strategic goal. Subsequently, each objective was addressed by creating “Implementing Actions” to ensure effort was (1) specific, (2) measurable, (3) accountable, (4) realistic, and (5) time-bound (SMART). The delta between current Enterprise status and where we want to be (vision and goals) is addressed by the objectives and implementing actions.

### **3.0 Strategic Goals**

Four strategic goals have been established by the Demil Enterprise Team in support of our mission statement and long term vision.

- Reduce the Demil stockpile by 6% annually.

- Continuously improve the efficiency and effectiveness of Demil capabilities within the Enterprise.
- Implement Design for Demil for all new and modified conventional ammunition products.
- Implement closed disposal, resource recovery, and recycling when economically viable.

#### **4.0 Goal Tables** (Details of implementing actions)

Following are a series of tables that present each Demil Enterprise goal with its subordinate objectives, implementing actions, performance measures, and desired outcome. Objectives are shown in order of their priority as determined by a risk exposure analysis (Appendix A).

#### 4.1 Goal #1: Reduce the Demil stockpile by 6% annually

Objectives	Implementing Actions	Performance Measures	Desired Outcome
4.1.1 Optimize use of the least expensive demil processes	4.1.1.1 Establish criteria for using OB/OD as the execution process.	Percentage of execution achieved using OB/OD	Cost minimization - maximized execution using less expensive OB/OD disposal
	4.1.1.2 Develop and maintain a "Permitting Plan" for demil execution sites	Annual limits for OB/OD by location	Cost minimization - maximized execution using less expensive OB/OD disposal
	4.1.1.3 Develop capability for enhanced emissions analysis for OB/OD (PAMS R&D project)	Fielded instruments by September 2013	Cost minimization - verifiable data to support maximized use of less expensive OB/OD disposal
	4.1.1.4 Optimize acquisition strategy for commercial execution	Execution cost per unit (ton, eases, etc.)	Minimized cost
	4.1.1.5 Seek and implement best practices regarding government-contractor interface during commercial contracts	Number of improved business processes implemented	Minimized cost via improved effectiveness and efficiency
	4.1.1.6 Minimize deviation from the optimized recommendations for depot workload	% variance from optimized workload plan (delta in planned \$/ton to realized \$/ton)	Minimized "forced" work loading at organic sites
	4.1.1.7 Develop an optimization tool for missile execution workload planning	Operational by December 2009	Maximized execution with minimized cost for transportation, storage, and emergency response
	4.1.1.8 Consolidate demil execution operations to a minimum number of sites	Transportation cost and the number of storage sites with co-mingled stocks	Improved storage efficiency, minimized transportation cost, minimized conflict with outloading operations, and maximized facility utilization to reduce rates
	4.1.1.9 Direct storage location of generations to the planned demil site	Amount of "misdirected" storage	Minimized transportation cost

<b>4.1 Goal #1: Reduce the Demil stockpile by 6% annually</b>			
<b>Objectives</b>	<b>Implementing Actions</b>	<b>Performance Measures</b>	<b>Desired Outcome</b>
	4.1.1.10 Develop and implement a master demil capability and improvement plan for the organic base (in coordination with the JMC Integrated Logistics Study)	Plan complete by March 2010 On-going metric is compliance with the plan	Minimized cost from using the best execution alternative
	4.1.1.11 Increase collaborative execution programs between JMC and AMCOM	Cost minimization from combining programs	Minimized cost from program synergy and utilization of assets
4.1.2 Increase funding for demil execution	4.1.2.1 Champion efforts with sponsors to secure funding required to meet annual demil execution goal	Annual POM funding (\$)	POM grows sufficiently to support a level of execution that achieves the stockpile reduction goal
	4.1.2.2 Use R3 revenue to fund additional execution	Total revenue reinvested annually from R3 efforts (\$)	Additional resources for execution
	4.1.2.3 Support G4 actions to improve generations forecasting process & techniques	Accuracy of forecast – estimate vs. actual	Verifiable justification for increased budget submissions
	4.1.2.4 Seek non-traditional sources for execution funding	Annual funding from non-traditional sources (\$)	Additional execution

## 4.2 Goal #2: Continuously improve the efficiency and effectiveness of Demil capabilities within the Enterprise

Objective	Implementing Actions	Performance Measures	Desired Outcome
4.2.1 Optimize Demil's execution capability	4.2.1.1 Track & report actual cost and performance for execution at each organic demil site	Cost and schedule compliance	Improved performance as trends are monitored against established baselines
	4.2.1.2 Champion improvement projects in coordination with the Demil Industrial Base Master Plan and the Demil Enterprise Strategic Plan	Projects completed as planned	Industrial base improvements are supportive of execution requirements and accomplished as planned
	4.2.1.3 Solicit requests from execution sites for R3 funded improvement projects	Cost savings by project; total R3 funds directed to process improvement	Minimized installation cost for demil
	4.2.1.4 Apply DMAIC techniques at organic demil sites to achieve process improvement	Number of projects completed each year with estimated benefits	Execution cost minimization
	4.2.1.5 Focus the R&D budget to explore opportunities for improvement in capability or capacity as highest priority	% of R&D spending used for exploratory studies and lab scale development	An appropriate level of R&D resources is available to support undefined requirements
	4.2.1.6 Develop automated inspection for energetic residue in bombs at MCAAP	Operational by September 2011	Minimized inspection cost and higher reliability to ensure safety for scrap sales
	4.2.1.7 Develop robotic work cell for D563 at MCAAP	Operational by December 2009	Minimized cost and improved quality and safety
	4.2.1.8 Develop automated processes to disassemble M42, M46, & M77 grenades	Operational by December 2011	Minimized cost and improved quality and safety
	4.2.1.9 Use R3 revenue to invest in execution process improvement projects	Annual R3 funds used to fund R&D and depot process improvements	Minimized cost (or rate of increase) for execution
	4.2.1.10 Apply process modeling and simulation techniques to achieve process improvement	Number of projects completed each year with estimated benefits	Execution cost minimization

<b>4.2 Goal #2: Continuously improve the efficiency and effectiveness of Demil capabilities within the Enterprise</b>			
<b>Objective</b>	<b>Implementing Actions</b>	<b>Performance Measures</b>	<b>Desired Outcome</b>
	4.2.1.12 Perform an assessment of demil capabilities at all organic installations	Study complete December 2009	Established basis for investment in improved processes/equipment
	4.2.1.13 Use CAIV as a strategy to ensure \$/ton requirements are achieved in R&D projects	CAIV inserted in development project SOWs and other requirements documents.	Cost (per unit) is a driving requirement in development projects (as opposed to an outcome)
4.2.2 Align organizational structure, roles/responsibilities, and functional activity	4.2.2.1 Create an execution-centric IPT structure for Demil Enterprise operational management	IPTs in an operational mode by July 2009	Empowered IPTs performing their chartered mission in a routine manner
	4.2.2.2 Define OPM Demil roles/responsibilities consistent with providing strategic-level management to the Enterprise	Performance trend from the Command Climate Survey results	Micro-management avoided while still providing the appropriate level of strategic management and controls to maintain focus on the Demil mission.
	4.2.2.3 Provide acquisition training to Enterprise stakeholders	Number of people attending formal acquisition training programs	Increased Demil Enterprise stakeholder's use of acquisition management processes
	4.2.2.4 PMO Demil assumes ownership of the JCAPP Demil section	Demil Enterprise achieves 100% compliance with the JCAPP/SMCA mission	Demil Enterprise operational activity and results are aligned with mission expectations
4.2.3 Use strategic-level planning to guide Enterprise operational activity and investment	4.2.3.1 Update the Demil Enterprise Strategic Plan every two years	Timely updates	Provide a central source of strategic guidance that governs enterprise operation and investment
	4.2.3.2 Each Enterprise work center to annually prepare/update an operations plan based on the Enterprise Strategic Plan	Timely submission of plan by June 30.	Operational activity and resources are coordinated with Enterprise objectives
	4.2.3.3 Develop a long range (20 year) vision for Demil	Prepare by January 2010 using enterprise participation	Enterprise-wide awareness of a desired future state for Demil.

## 4.2 Goal #2: Continuously improve the efficiency and effectiveness of Demil capabilities within the Enterprise

Objective	Implementing Actions	Performance Measures	Desired Outcome
4.2.4 Mature the Demil Enterprise management processes	4.2.4.1 Implement risk management across the Enterprise	Percent of PMR and R&A status reports based on risk assessment	Risk-based management decisions
	4.2.4.2 Prepare a Demil Enterprise Quality Assurance Plan	Complete by December 2010	Quality metrics for major Demil Enterprise functions established and reported
	4.2.4.3 Prepare a "Demil Enterprise Body of Knowledge"	30% completed December 2009, 60% completed July 2010, 100% completed December 2010	Reference document of processes for major Demil Enterprise functions to guide and provide consistency in operational activity
	4.2.4.4 Conduct a project management maturity survey annually	Achieve PMMM Level II proficiency by February 2011	Increased use of metrics and performance data to manage operations more efficiently and effectively
	4.2.4.5 Conduct a Command Climate survey annually	Survey completed by all Enterprise members during February of each year	Obtain feedback concerning management practices and effectiveness
	4.2.4.6 Establish a Demil Enterprise awards program	Number of awards presented each year	Recognition of superior performance in a manner and frequency that enhances motivation and morale
	4.2.4.7 Provide tools, training, and guidance for project planning	By 2010 every project/program will have a Microsoft Project Plan for its lifecycle describing cost, schedule, and responsibilities	Improved coordination and performance expectations among stakeholders Enterprise-wide
	4.2.4.8 Implement tools, training, and guidance to improve cost and schedule estimating	Number of projects that breach their APB	Improved accuracy of budget planning and execution readiness

<b>4.2 Goal #2: Continuously improve the efficiency and effectiveness of Demil capabilities within the Enterprise</b>			
<b>Objective</b>	<b>Implementing Actions</b>	<b>Performance Measures</b>	<b>Desired Outcome</b>
	4.2.4.9 Implement an improved APB process	Starting with 2009 APB submissions and/or revisions, all projects will conform to the new guidelines published in the Demil Enterprise BOK	APB Parameters for cost, schedule, and performance have a common baseline among projects with breach conditions defined.
	4.2.4.10 Establish an Enterprise-wide information repository and communications forum	Operational by July 2010	Improved management effectiveness through communication and coordination. Minimized impacts of Enterprise organizational diversity
	4.2.4.11 Develop improved management review processes & forum for tracking, status reporting, and go-forward decisions on R&D projects and execution programs	Establish guidelines by January 2010 for all Enterprise PMRs and R&As	Status reporting occurs at major milestones and is briefed on the basis of risk and quality that enables fact-based decisions
	4.2.4.12 Maintain an Enterprise-level Integrated Master Plan	Comprehensive update and distribution every 6 months	Coordination of schedule and funding at the strategic level for all Enterprise projects and programs
4.2.5 Leverage commercial capability & resources	4.2.5.1 Maximize utilization of economically-beneficial commercial demil	Quantity processed at commercial sites	Cost minimization
	4.2.5.2 Increase the use of performance incentives for commercial demil contracts	Annual per-unit execution cost of commercial demil	Cost minimization
	4.2.5.3 Make greater use of FedBizOps "sources sought" to advertise for solutions to capability gaps	Amount of industry response	Awareness among industry stakeholders that execution efficiency and effectiveness are high priority

**4.2 Goal #2: Continuously improve the efficiency and effectiveness of Demil capabilities within the Enterprise**

<b>Objective</b>	<b>Implementing Actions</b>	<b>Performance Measures</b>	<b>Desired Outcome</b>
	4.2.5.4 Use PM Demil web site to advertise for solutions to capability gaps	Amount of industry response	Awareness among industry stakeholders that execution efficiency and effectiveness are high priority
	4.2.5.5 Evaluate commercial best practices for demil and utilize as appropriate in organic operations	Savings from adoption of practices applied to organic operations	Cost minimization
4.2.6 Create demil capability for products that currently have no demil process	4.2.6.1 Prioritize R&D budgeting and spending to support execution capability gaps	Percent of R&D spending directed toward execution requirements	R&D investments address execution requirements
	4.2.6.2 Use Global Demil Symposium and Demil User's Group forum to publicize execution capability gaps	Content of briefings presented and audience participation	Transfer of commercial capability to enhance execution efficiency and effectiveness
	4.2.6.3 Capture new product technical data as early as possible to support characterization process development	% of munitions items with technical data unavailable	New processes and capability is developed so that execution programs for new products are never delayed by lack of capability

<b>4.3 Goal #3: Implement Design for Demil for all new and modified conventional ammunition products</b>			
<b>Objectives</b>	<b>Implementing Actions</b>	<b>Performance Measures</b>	<b>Desired Outcome</b>
4.3.1 Develop DFD metrics	4.3.1.1 Investigate and document the impact of design characteristics on demil execution (lessons learned from actual experience)	Prioritized list of good and bad practices regarding design features by December 2009	Technical information is available for analysis and development into design guidelines and performance metrics
	4.3.1.2 Investigate and document the impact of material characteristics on demil execution (lessons learned from actual experience)	Prioritized list of good and bad practices regarding material choices by December 2009	Technical information is available for analysis and development into design guidelines and performance metrics
	4.3.1.3 Develop and publish a DFD checklist	Checklist ready by April 2010	Measure is available to verify that design for demil is being achieved successfully
4.3.2 Institutionalize DFD Policy across the Military Services	4.3.2.1 Develop and sustain DOD senior-level manager support for DFD	Receptivity of PM developers to implement DFD	Developers across the Military Services accept responsibility for DFD as a routine part of their mission
	4.3.2.2 Develop DFD design guidelines for ammunition developers	Draft guidelines published by December 2009, final version by December 2010	Ammunition designers incorporate known best practices for Demil into new products
	4.3.2.3 Develop strategy and concept to provide oversight of DFD compliance	Plan of action completed by Jan 2010	A control mechanism is in place to ensure compliance with DFD requirements
	4.3.2.4 Develop & publish a "DFD Handbook"	Published by March 2010	DFD processes and best practices are available to all stakeholders
	4.3.2.5 Create and maintain a DFD web site	Update content quarterly at a minimum	Real-time source of current information, guidance, tools, and techniques to accomplish DFD is available through the Web

<b>4.3 Goal #3: Implement Design for Demil for all new and modified conventional ammunition products</b>			
<b>Objectives</b>	<b>Implementing Actions</b>	<b>Performance Measures</b>	<b>Desired Outcome</b>
	4.3.2.6 Develop guidelines for contractor compliance with DFD requirements	Percentage of ammunition development contracts that contain appropriate requirements for DFD	Appropriately worded requirements are included in statements of work and performance specifications issued to munitions development contractors
	4.3.2.7 Include DFD requirements in PEO Ammunition's acquisition milestone process deliverables	Defined, approved, and implemented by December 2009	PM developers within the PEO Ammunition organization are required to comply with DFD requirements as a condition of approval at milestone decision points
	4.3.2.8 Provide design support and consultation to ammunition developers	Strategy and resource plan ready by December 2010; operational support available by July 2011	DFD expertise and resources available to support ammunition developers within all Military Services
4.3.3 Raise acquisition community awareness of DFD	4.3.3.1 Create and maintain a DFD web site	Update content quarterly at a minimum	Real-time source of current information, guidance, tools, and techniques to accomplish DFD is available through the Web
	4.3.3.2 Include requirements for contractor compliance with DFD guidelines in ammunition development contracts	Percentage of ammunition development contracts that contain appropriate requirements for DFD	Appropriately worded requirements are included in statements of work and performance specifications issued to munitions development contractors
	4.3.3.3 Visit PM shops that have charters to develop new ammunition products	Number of visits	DFD is a routine function within the development life-cycle of new products
	4.3.3.4 Publish articles on DFD in periodicals	Number of articles published	DFD is a routine function within the development life-cycle of new products

#### 4.4 Goal #4: Implement closed disposal/resource recovery and recycling when economically viable

Objectives	Implementing Actions	Performance Measures	Desired Outcome
4.4.1 Increase sales revenue from resource recovery and recycling of scrap materials	4.4.1.1 Support installations with equipment purchases that will enhance scrap processing capability	Purchase shear-baler equipment for MCAAP to treat metal scrap	Maximized revenue from scrap sales
	4.4.1.2 Develop optimized markets for R3 materials	R3 revenue	Maximized revenue to R3 fund
	4.4.1.3 Track demil scrap commodity prices	Revenue per unit sold categorized by material type compared to market value	Scrap sales directed to highest price
	4.4.1.4 Increase awareness of Demil's R3 opportunities	Contacts and/or participation in scrap industry events and government user interaction	Increased competition and buyer interest
4.4.2 Implement R3 technology	4.4.2.1 Develop capability for bulk propellant reloading at HWAD	Operational by September 2009	Recovered and repackaged propellant for resale or reuse
	4.4.2.2 Develop capability for ammonium perchlorate recovery at ADMC	Operational by November 2011	Recovered ammonium perchlorate for resale or reuse
	4.4.2.3 Develop capability for magnesium recovery at CAAA	Operational by June 2010	Recovered magnesium for resale or reuse
	4.4.2.4 Study alternatives for R3 of red phosphorus	Study report complete by September 2012	Identified process for red phosphorus recovery and basis for an R&D project to create an execution capability
	4.4.2.5 Develop capability to demil Bradley reactive armor tiles	Operational by September 2015	Components recovered for reuse
	4.4.2.6 Develop capability for multi-base propellant ingredient recovery at CAAA	Pilot-scale operational by October 2011	Recovered ingredients for resale or reuse
	4.4.2.7 Develop capability for HYDRA R3 demil	Operational by September 2014	Recovered components for resale or reuse

<b>4.4 Goal #4: Implement closed disposal/resource recovery and recycling when economically viable</b>			
<b>Objectives</b>	<b>Implementing Actions</b>	<b>Performance Measures</b>	<b>Desired Outcome</b>
	4.4.2.8 Develop capability for STINGER R3 demil	Operational by September 2014	Recovered components for resale or reuse
	4.4.2.9 Develop capability for JAVELIN R3 demil	Operational by October 2016	Recovered components for resale or reuse
	4.4.2.10 Develop capability for HELLFIRE R3 demil	Operational by October 2016	Recovered components for resale or reuse
	4.4.2.11 Develop capability for M433 R3 demil	Operational by July 2011	Recovered metal components for scrap sale
	4.4.2.12 Develop super pull-apart machine at TEAD	Operational by July 2010	Recovered propellant for resale or reuse
4.4.3 Quantify closed disposal & R3 “economic viability” and establish criteria for implementing programs	4.4.3.1 Perform product-related cost studies of disposal alternatives	Per-unit cost estimates for alternative disposal processes	Identify economically viable CD & R3 programs
	4.4.3.2 Perform product-related business case analyses to determine benefits of CD & R3	Return on investment when using R3 processes or socio-environmental benefit of CD	Prioritized CD & R3 programs for execution
4.4.4 Implement “closed disposal” technology	4.4.4.1 Develop capability for plasma ordnance destruction at HWAD	Operational by May 2010	Closed disposal of products and waste materials
	4.4.4.2 Develop capability for ultrasonic removal of propellants at HWAD	Operational by January 2012	Closed disposal of propellants
	4.4.4.3 Develop capability for MLRS demil at ADMC	Operational by November 2013	Closed disposal of MLRS
	4.4.4.4 Study CDC fatigue life and apply results to operational chambers	Standard guidance for the operational life of chambers	Extended life and safe use of CDC
	4.4.4.5 Develop capability for ADAM mine cryofracture at MCAAP	Operational by August 2009	Closed disposal of ADAM mine

#### 4.4 Goal #4: Implement closed disposal/resource recovery and recycling when economically viable

Objectives	Implementing Actions	Performance Measures	Desired Outcome
	4.4.4.6 Develop capability for MLRS demil at MCAAP	Operational by April 2015	Closed disposal of MLRS
	4.4.4.7 Develop capability for high pressure water washout of projectiles at CAAA	Operational by September 2012	Closed disposal of projectiles
	4.4.4.8 Develop capability for mobile plasma destruction at CAAA	Operational by July 2010	Enabled closed disposal
	4.4.4.9 Develop capability for induction heating melt-out at HWAD	Operational by January 2011	Enabled closed disposal
	4.4.4.10 Develop capability for acid hydrolysis destruction at TEAD	Operational by April 2011	Enabled closed disposal
	4.4.4.11 Develop capability for MLRS demil at LEMC	Operational by April 2014	Closed disposal of MLRS
	4.4.4.12 Develop capability for MLRS demil at HWAD	Operational by April 2016	Closed disposal of MLRS
	4.4.4.13 Develop super-critical water disposal process at TEAD to treat hydrolysis waste	Operational by October 2009	Minimized cost to handle waste from the hydrolysis processes
	4.4.4.14 Develop capability for a transportable cryo-plasma destruction system	Operational by July 2011	Closed disposal of small quantity products and/or waste materials

## **5.0 Implementation**

The Demil Enterprise Strategic Plan is an accomplishment-oriented plan for the entire Demil Enterprise. The diverse organizational make-up of the Enterprise requires a high level of coordination of skills, capabilities, and efforts from each work center in order to accomplish our goals. Responsibility for these coordinating and supporting actions, i.e., “implementation”, is two-fold. PM Demil has the responsibility to be the focal point for overall planning and to provide the forum and leadership to prepare and maintain the Demil Enterprise Strategic Plan. Although PM Demil has strategic-level responsibility, the process to develop and implement the actions leading to achievement of the goals is clearly a responsibility of the entire Enterprise.

## Appendix A: Demil Objectives Ranked by Risk Exposure

### Demil Strategic Objectives (Ranked by risk exposure)

Objective	Probability (1% - 99%)	Impact on Goals (1-5)	Risk Exposure
Optimize use of the least expensive demil processes (4.1.1)	80%	5	4
Optimize demil execution capability (4.2.1)	75%	5	3.75
Align organizational structure, roles/responsibilities, and functional activity (4.2.2)	90%	4	3.6
Develop DFD metrics (4.3.1)	95%	3	2.85
Use strategic-level planning to guide Enterprise operational activity and investment (4.2.3)	80%	3	2.4
Institutionalize DFD Policy across the Military Services (4.3.2)	75%	3	2.25
Raise acquisition community awareness of DFD (4.3.3)	75%	3	2.25
Mature the Demil Enterprise management processes (4.2.4)	95%	2	1.9
Increase funding for demil execution (4.1.2)	35%	5	1.75
Increase sales revenue from resource recovery and recycling of scrap materials (4.4.1)	80%	2	1.6
Implement R3 technology (4.4.2)	90%	1	0.9
Leverage commercial capability (4.2.5)	40%	2	0.8
Quantify CD & R3 “economic viability” and establish criteria for implementing programs (4.4.3)	80%	1	0.8
Create demil capability for products that currently have no demil process (4.2.6)	60%	1	0.6
Implement “closed disposal” technology (4.4.4)	60%	1	0.6

Legend:

Probability is a subjective estimate of the likelihood of occurrence (0 to 100%)

Impact on Goals is a subjective evaluation of the effect of the risk on the desired goal (ranked 1 to 5, 5 being the greatest)

Risk Exposure is product of the Probability and the Impact on Goals

## Appendix B: SWOT Analysis and Risk Exposure

**Table 1 Demilitarization Enterprise Strengths**

<b>Strengths (ranked in order of risk exposure)</b>	<b>Probability (1% - 99%)</b>	<b>Impact on Goals (1-5)</b>	<b>Risk Exposure</b>
Demil's "enterprise" organizational structure	99%	5	5
Workforce technical expertise, pride and dedication	99%	5	5
Organic demil execution processes & infrastructure	99%	5	5
Surplus capacity for execution at organic demil sites	99%	5	5
Valid permits for OB/OD	99%	5	5
GD contract for conventional demil	99%	5	5
DFD Policy	90%	4	4
EBV contract for MLRS demil	65%	5	3
PEO Ammunition resources	99%	3	3
Disciplined execution processes at demil operations sites	99%	3	3
DASC support	75%	3	2
Optimizer work loading tool	75%	3	2
JOCG representation	99%	2	2
R&D program structure that addresses capability gaps	99%	2	2
APE resources and capability	99%	2	2
R&D funding	99%	2	2
Symposium & DUGM trade shows	99%	2	2
R3 scrap sales revenue program	60%	3	2
MIDAS technical data base	75%	2	2
R&D projects that are in the development "pipeline"	70%	2	1
ICAP relationships	50%	2	1
ISRI awareness & support	50%	1	1

Legend:

Probability is a subjective estimate of the likelihood of occurrence (0 to 100%)

Impact on Goals is a subjective evaluation of the effect of the risk on the desired goal (ranked 1 to 5, 5 being the greatest)

Risk Exposure is product of the Probability and the Impact on Goals

**Table 2 Demilitarization Enterprise Weaknesses**

<b>Weaknesses (ranked in order of risk exposure)</b>	<b>Probability (1% - 99%)</b>	<b>Impact on Goals (1-5)</b>	<b>Risk Exposure</b>
Current IPTs are perceived as ineffective	85%	5	4
Enterprise doesn't function IAW JCAPP 7 (due to JCAPP 7 inconsistencies?)	60%	5	3
No Enterprise-level quality assurance program	99%	3	3
No formal/standard methodologies/tools for schedule estimating	99%	3	3
No formal/standard methodologies/tools for cost estimating	99%	3	3
No formal/standard methodologies/tools for project/program planning	99%	3	3
PMRs and R&As do not address program risk and quality	99%	3	3
Lack of a functional central data repository and communication tool	99%	3	3
No Enterprise-level risk management program	99%	3	3
Level 1 proficiency in program/project management	90%	3	3
Legacy Strategic Plans have not addressed "ends-ways-means"	90%	3	3
Long range visionary plan for the Demil Enterprise doesn't exist	99%	2	2
No formal mechanism for "executive leadership" performance feedback (i.e., the command climate)	90%	2	2
Organizational diversity of stakeholders	90%	2	2
Relationship with Joint Service "generators"	85%	2	2
APB process implementation	75%	2	2
Implementation of the integrated master plan	50%	3	2
Inadequate proficiency in DoD's acquisition processes/requirements	75%	2	2
Lack of business process documentation	75%	2	2
Competing priorities supersede demil	50%	3	2
Insufficient competition for scrap sales	50%	2	1
No demil process for certain products	90%	1	1

Legend:

Probability is a subjective estimate of the likelihood of occurrence (0 to 100%)

Impact on Goals is a subjective evaluation of the effect of the risk on the desired goal (ranked 1 to 5, 5 being the greatest)

Risk Exposure is product of the Probability and the Impact on Goals

**Table 3 Demilitarization Enterprise Opportunities**

<b>Opportunities (ranked in order of risk exposure)</b>	<b>Probability (1% - 99%)</b>	<b>Impact on Goals (1-5)</b>	<b>Risk Exposure</b>
EPA collaboration	85%	5	4
AMCOM-JMC collaboration	95%	4	4
Optimization of execution efficiency	75%	5	4
Increased R3 proceeds	80%	4	3
Design for Demil	85%	3	3
Heightened demil priority	50%	5	3
Capture new product data now	50%	3	2
Leverage applicable research opportunities	40%	3	1
Leverage commercial industry	50%	2	1
Direct Sales program	30%	3	1
Source of supply policy & process	30%	2	1
Chem demil collaboration	15%	4	1

Legend:

Probability is a subjective estimate of the likelihood of occurrence (0 to 100%)

Impact on Goals is a subjective evaluation of the effect of the risk on the desired goal (ranked 1 to 5, 5 being the greatest)

Risk Exposure is product of the Probability and the Impact on Goals

**Table 4 Demilitarization Enterprise Threats**

<b>Threats (ranked in order of risk exposure)</b>	<b>Probability (1% - 99%)</b>	<b>Impact on Goals (1-5)</b>	<b>Risk Exposure</b>
Execution Funding cuts (short term)	80%	5	4
Inaccurate generation forecasts (missile)	90%	4	4
Forced work loading	80%	4	3
Inaccurate generation forecasts (ammunition)	99%	3	3
Unrecognized demil stocks	99%	3	3
R&D funding cuts	60%	3	2
Execution funding cuts (long term)	80%	2	2
Policies and treaties	40%	4	2
Performance spec munitions (w/out TDP)	80%	2	2
Increased demil cost (higher than inflation)	50%	3	2
Environmental constraints	50%	3	2

Legend:

Probability is a subjective estimate of the likelihood of occurrence (0 to 100%)

Impact on Goals is a subjective evaluation of the effect of the risk on the desired goal (ranked 1 to 5, 5 being the greatest)

Risk Exposure is product of the Probability and the Impact on Goals

## Appendix C: Goal/Objective Correlation – SMCA-IBSP to Demil

Demil Enterprise Strategic Goals/Objectives		SMCA Industrial Base Strategic Plan Objectives									
		2.1 Optimize out-loading, storage, and networking (transportation) requirements in the depot logistics industrial base	2.2 Reduce the demil stockpile at the CONUS depots	3.2 Develop and implement innovative contract strategies to reduce cost, improve quality, and incentivize investments in the organic and commercial supply base.	4.1 Obtain investment to sustain a ready production base	4.2 Identify, prioritize, resource and execute projects to restore, recapitalize, and modernize critical organic <b>production</b> capabilities	4.3 Identify, prioritize, resource and execute projects to restore, recapitalize, and modernize critical organic <b>logistics</b> capabilities	6.1 Promote participation in educational training for culture of continuous improvement	7.1 Improve communications between Government and industry resolving industrial base issues	7.2 Improve communications throughout the JM&L LCMC and with customers resolving industrial base issues	
<b>1</b>	<b><i>Reduce Demil Stockpile by 6% annually</i></b>										
	1.1 Optimize use of the least expensive demil processes										
	1.2 Increase funding for demil execution										
<b>2</b>	<b><i>Continuously improve the efficiency and effectiveness of Demil capabilities within the Enterprise</i></b>										
	2.1 Optimize Demil's execution capability										
	2.2 Align organizational structure, roles/responsibilities, and functional activity										
	2.3 Use strategic-level planning to guide Enterprise operational activity and investment										
	2.4 Mature the Demil Enterprise management processes										
	2.5 Leverage commercial capability & resources										
	2.6 Create demil capability for products that currently have no demil process										
<b>Legend:</b> Shaded box indicates correlation of a Demil Enterprise Strategic Goal/Objective with a SMCA IBSP Objective											

Demil Enterprise Strategic Goals/Objectives		SMCA Industrial Base Strategic Plan Objectives							
		2.1 Optimize out-loading, storage, and networking (transportation) requirements in the depot logistics industrial base	2.2 Reduce the demil stockpile at the CONUS depots	3.2 Develop and implement innovative contract strategies to reduce cost, improve quality, and incentivize investments in the organic and commercial supply base.	4.1 Obtain investment to sustain a ready production base	4.2 Identify, prioritize, resource and execute projects to restore, recapitalize, and modernize critical organic production capabilities	4.3 Identify, prioritize, resource and execute projects to restore, recapitalize, and modernize critical organic logistics capabilities	6.1 Promote participation in educational training for culture of continuous improvement	7.1 Improve communications between Government and industry resolving industrial base issues
<b>3</b>	<b><i>Implement Design for Demil for all new and modified conventional ammunition products</i></b>								
	3.1 Develop DFD metrics								
	3.2 Institutionalize DFD Policy across the Military Services								
	3.3 Raise acquisition community awareness of DFD								
<b>4</b>	<b><i>Implement closed disposal/resource recovery and recycling when economically viable</i></b>								
	4.1 Increase sales revenue from resource recovery and recycling of scrap materials								
	4.2 Implement R3 technology								
	4.3 Quantify CD & R3 “economic viability” and establish criteria for implementing programs								
	4.4 Implement “closed disposal” technology								
<b>Legend:</b> Shaded box indicates correlation of a Demil Enterprise Strategic Goal/Objective with a SMCA IBSP Objective									

## Appendix D: Acronyms

ADMC	Anniston Defense Munitions Center
AMCOM	Aviation and Missile Command
APB	Acquisition Program Baseline
BGAD	Blue Grass Army Depot
BOK	Body of Knowledge
CAAA	Crane Army Ammunition Activity
CAIV	Cost as an Independent Variable
CD	Closed Disposal
CDC	Contained Detonation Chamber
DFD	Design for Demilitarization
DOD	Department of Defense
HWAD	Hawthorne Army Depot
IBSP	Industrial Base Strategic Plan
IPT	Integrated Process Team
JCAPP	Joint Conventional Ammunition Policies and Procedures
JMC	Joint Munitions Command
JS	Joint Services
LEMC	Letterkenny Munitions Center
MCAAP	McAlester Army Ammunition Plant
MLRS	Multiple Launch Rocket System
OB/OD	Open Burning/Open Detonation
OPM	Office of the Product Manager
PAMS	Comprehensive Gas and Particle Analysis for OB/OD Plumes
PM	Project Manager or Product Manager
PMMM	Project Management Maturity Model
PMR	Project Management Review
POM	Program Objective Memorandum
R&A	Review and Analysis
R&D	Research and Development
RDT&E	Research, Development, Testing, and Evaluation
R3	Resource Recovery and Reuse

SMCA	Single Manager for Conventional Ammunition
SOW	Statement of Work
SWOT	Strengths, Weakness, Opportunities, and Threats
TEAD	Toole Army Depot

## **Appendix E: References**

DoD Directive 5160.65, "Single Manager for Conventional Ammunition (SMCA)," August 1, 2008

DoD Instruction 5160.68, "Single Manager for Conventional Ammunition (SMCA) Responsibilities of the SMCA, the Military Services, the United States Special Operations Command (USSOCOM)," December 29, 2008

Single Manager for conventional Ammunition (SMCA) Industrial Base Strategic Plan (IBSP): 2015, January 2009

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Project Management Institute's "A Guide to the Project Management Body of Knowledge" (ANSI /PMI 99-001-2008)"