



Industrial Operations Command (IOC)

The Industrial Operations Command (IOC) was another predecessor of today’s Army Sustainment Command. IOC was provisionally established at Rock Island in January 1994 and permanently activated on 1 October 1995. IOC was the creation of realignments ordered in the 1991 BRAC. IOC was the combination of the Armaments Munitions and Chemical Command (AMCCOM) and the Depot Systems Command (DESCOM). This combination aligned all of the Army’s industrial operations under one C2 structure.

In addition to creating one C2 structure for the Army’s arsenals, plants, and depots, IOC was also given the mission to manage the Army War Reserve Program, now known as Army Prepositioned Stocks (APS). This provided the Army a single structure to control all war reserves. IOC created the Army War Reserve Support Command to control war reserves in Europe and Korea. At the same time, an afloat program was created. Later APS was established in Kuwait and Qatar.

IOC was almost immediately challenged with maintaining the livelihood of the depots and arsenals. The command quickly learned that program managers were only interested in lowest cost and not with maintaining the Army’s industrial plant. The AMC commodity commands also tended to bypass the depots and arsenals and looked for contractors to provide manufacture, maintenance, and refurbishment services. Beginning in 1997, IOC began transferring infrastructure to the commodity commands. Tobyhanna Depot went to CECOM, then Corpus Christi, and Letterkenny went to AMCOM. Red River and Anniston depots transferred to TACOM. In each case, once the commodity commands had the responsibility for the livelihood of the depots, they began to funnel workload to the Army’s industrial base.

IOC was largely responsible for the ammunition base during its life and spent significant funds and effort to modernize, especially the ability to outload ammunition to support contingency operations. The Strategic Mobility Improvement initia-

tive improved loading docks, road networks, and rail facilities at the main ammunition depots. This foresight paid dividends in 2001 and 2002 as the Army rapidly pushed ammunition overseas.

In 1999 the IOC began looking forward to the future of the Army’s logistics as part of the Revolution in Military Logistics (RML). Part of this effort was simplifying war-fighter access to AMC. In large part, based on the global stationing of the IOC’s APS activities, IOC was designated the lead in the effort and the “single point of access” to AMC. This eventually brought in more missions, but also a name change as “Industrial Operations” no longer reflected the missions. IOC inactivated in 2000 with the stand up of the Operations Support Command. During its short lifespan the IOC was critical in consolidating the Army’s non-core mission of industrial operations, improvement of the ammunition base, and increased awareness of the need to maintain arsenals and depots and government entities. IOC “Forging a Strong Defense.”

A “Suitable Site” for a National Arsenal

As we near the celebration of the 150th Anniversary of the Arsenal, it is important to remember the many people, events, and reports that contributed to the development of RIA. Since the early 1800’s, the War Department was reluctant to release the island property for public sale. The Army desired to keep Rock Island in reserve and as early as 1825, Secretary of War John C. Calhoun had informed the Commissioner of the General Land Office that Rock Island was necessary for military purposes and directed that Rock Island be reserved from public sale. Ten years later, in 1835, Congress ordered a survey to select potential construction sites for a new armory in the West. In the next two decades, several reports drafted by Army officers favorably suggested Rock Island as a potential site for the armory. One such report was provided by Captain Bell of the Ordnance Department who informed the War Department of the “value of this island and it’s vicinity as the

greater and most practicable and desirable water power in the valley of the Mississippi.”

In September 1841 as the U.S. continued its westward expansion, Congress passed an act empowering a commission or board, appointed by the Secretary of War, to conduct a thorough examination of the western regions “for the purpose of selecting a suitable site on the western waters for the establishment of a national armory.” The final report noted the ample supply of resources on Rock Island and in the nearby vicinity. The officers specifically cited the abundance of limestone and the variety of timber on the island as more than sufficient for building purposes. The commissioners also emphasized the potentially great source of water power available at Rock Island. Perhaps most importantly, Surgeon General Thomas Lawson endorsed the Rock Island site as a healthy location.

Army officers were not the only people who saw value in the island

as a national arsenal. Many citizens of the Rock Island vicinity recognized the positive economic impact an arsenal would have on the development of the area. A committee, comprised of Rock Island County citizens, drafted an appeal to President John Tyler in the early 1840s to select Rock Island as the site for the new arsenal. The committee reminded the President that the selection of Rock Island would eliminate the need to purchase a site. Another argument presented by the committee included the ease by which arms could be supplied to the West from Rock Island via the Mississippi River and its tributaries. In addition, the appeal cited the rich mineral regions near Rock Island and the vast water power available at Rock Island. While these early attempts to create an arsenal at Rock Island did not succeed, the work performed and the reports written would lay the foundation for future efforts to create a national arsenal.

This MONTH in military history...

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| • <i>1763: Pontiac’s Rebellion begins</i> | <i>1792: Militia Act establishes conscription</i> |
| • <i>1846: Zachary Taylor fights at Palo Alto</i> | <i>1865: Jefferson Davis captured</i> |
| • <i>1898: Battle of Manila Bay</i> | <i>1919: Germans protest Versailles Treaty</i> |
| • <i>1942: American forces in Philippines surrender</i> | <i>1945: German troops in Italy surrender</i> |
| • <i>1960: American U2 plane shot down</i> | <i>2011: Osama Bin Laden killed by US forces</i> |