

Winning the War on Excess: Operation Pegasus Harvest and the Development of the Division Material Management Center

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The buildup of excess across the Army hinders the Army's ability to create space for modernization and generates maintenance shortfalls. Different military installations have tried to tackle this problem with lateral-transfer rodeos or a weeklong operation dedicated to turning in equipment.

However, this is never enough to solve the problem of excess. The issues vary on why units do not turn in equipment or conduct lateral transfers – from a complicated bureaucratic turn-in process to a rotational mission to European Command, Korea or Central Command. The solution would be to remove the property from the unit's hand receipts and create an entity whose only job is to turn in the equipment by disposition instruction.

First Cavalry Division Sustainment Brigade at Fort Hood, TX, developed Operation Pegasus Harvest to address

excess in 1st Cavalry Division and unencumber units of their excess. Sustainment Brigade established Team Harvest to occupy a motorpool to receive division excess and conduct maintenance and supply operations per disposition instructions.

The disposition instructions were found on the proposed sourcing decision (PSD). Each PSD has specific instructions on how a piece of equipment is turned in to the logistics enterprise. PSDs are managed in the Decision-Support Tool-Sourcing Module (DST-SM), which tracks all PSDs across the Army.

Operation Pegasus Harvest was managed by the Division Material Management Center (DMMC), which is under the Division Material Readiness Center (DMRC) in 1st Cavalry Division's Sustainment Brigade. It was essential that the DMMC and its staff fully support the operation. This allowed command-and-control from Sustainment Brigade and daily tracking at DMRC of

equipment being transferred into Pegasus Harvest or turned into the logistic enterprise. It was one of the first operations the DMRC and sections within the DMMC took up.

Problem set

The dilemma in 1st Cavalry Division goes back a decade to the last modernization, and the issues have not diminished. At its worst, 1st Cavalry Division has more than 10,000 pieces of excess that can be seen on DST-SM, with more than 61 percent of PSDs delinquent and infeasible.

In addition, there was a knowledge gap between the supply section and property-book officers (PBOs) on their knowledge of DST. Supply sections at the company level either did not have access to DST or lacked knowledge to vet equipment, conduct transaction matching (which closes out PSDs) and use DST to analyze excess.

Operation Pegasus Harvest was the answer to help 1st Cavalry Division turn in excess to the logistics enterprise (Defense Logistics Agency (DLA) Disposition Services, Army Field Support Battalion (AFSBn)-Hood, Army Sustainment Command (ASC), etc.). Pegasus Harvest is a 1st Cavalry Division Sustainment Brigade lead operation with support from the combat brigades, creating a team from the ground up with the mission to collect, prepare and turn in excess.

Planning process

The proposed make-up of Team Harvest was 45 Soldiers, which included one officer, one PBO (civilian or warrant officer), 13 noncommissioned officers and 31 Soldiers. Team Harvest then split up into two teams, a supply team and a maintenance team. The maintenance team's operation included preparing equipment for turn-in, stewardship of equipment in the motorpool and repairing the equipment if needed. The maintenance team needed to understand the disposition



Figure 1. MG Jeffery Broadwater, commander of 1st Cavalry Division, speaks to division and corps leaders during Operation Pegasus Harvest. (U.S. Army photo)



Figure 2. Wrecker crews support turn-in of rolling stock to DLA Disposition Services, AFSBn-Hood and the Modernization Displacement Repair Site (MDRS). (U.S. Army photo)

instructions to get the equipment suited for turn-in.

The supply team split up into three smaller teams. Team 1 processed equipment into Pegasus Harvest from the units. Team 2 consisted of the PBO taking the equipment off the unit's hand receipt. Team 3 prepared paperwork needed to turn in the equipment. Teams would be able to flex to help each other in case of overwhelming work.

The next crucial piece of the operation was having a unit-identification code (UIC) with all the required Department of Defense Activity Address Codes (DoDAACs) to hold the equipment and to order parts depending on the PSD instructions. For Pegasus Harvest, 1st Cavalry Division Sustainment Brigade used a UIC from 502nd Human Resources Company, which has multiple UICs to deploy teams across the world.

This UIC was used to remove the equipment from company commanders and placed under the stewardship of Team Harvest. Team Harvest would then follow the PSD instructions to turn in the equipment to the right agency or to conduct the lateral transfer. Team Harvest was using half of the Special Troops Battalion's motorpool to conduct the operation.

Business rules

The Pegasus Harvest officer in charge, with the support of 1st Cavalry Division Sustainment Brigade and 1st Cavalry Division PBO, developed business rules for the operation:

1. Equipment destined for transfer to another unit must contain available basic issue item (BII)/components of end item (CoEI) and fully mission capable (FMC) + safety (no internal division lateral transfers go to Pegasus Harvest).
2. No hazardous materials will be accepted (oil cans, Class III (petroleum), etc.).



Figure 3. The property-book team receives equipment from units, examining paperwork and equipment. (U.S. Army photo)

3. All electronic storage mediums will be sanitized and accompanied by DLA Form 2500 before consolidation at the division-support area (DSA).
4. No "pending vetting" PSDs will be accepted.
5. The losing unit was financially responsible for BII/CoEI shortages. The unit must requisition before property transfer via Form PBO1. Shortages will be ordered at the post joint inspection, with Team Harvest's supply team present on-site.
6. Transportation to the DSA was the losing unit's responsibility. The 1st Cavalry Division Sustainment Brigade could provide more lift support if needed. If Heavy Equipment Transporter support was needed, it was the losing unit's responsibility to provide the escorts.

However, to unencumber the combat brigades, Pegasus Harvest started to accept open-vetting PSD. These PSDs were not approved and would still be vetted by different echelons from the unit level to Headquarters Department of the Army. The intent was to have Pegasus Harvest vet equipment up to the corps level to expedite the approval process.

Once a PSD had been approved, it fell into three categories: "as is," "FMC + safety" and "10-20." Each of these categories had different requirements to turn into Pegasus Harvest:

- "As is" turn-in: Requires Form DA 3161 (request for issue or turn-in), the printed disposition and be generally clean and free of debris. CoEI and BII shortages are required but not on order.

- “10/20” standard: Requires DA 3161, printed disposition, joint inventory and PB01 annotating shortages on order, and be generally clean and free of debris.
- “FMC + safety”: Requires DA 3161, printed disposition, joint inventory, PB01 annotating shortages, and be generally clean and free of debris, with most of BII/CoEI present.

Although Pegasus Harvest did not accept internal lateral transfers to the division, PSDs going to internal Fort Hood units which were not in 1st Cavalry Division, at DLA or a depot, and lateral transfers outside Fort Hood were accepted at Pegasus Harvest. Also, it’s essential to understand that “as is” is not what it seems. Each PSD has a specific set of instructions; for example, it can say “as is,” but the PSD would require all the BII and CoIE to be sent with the equipment. A lot of “as is” PSD going to depot require all the BII and CoIE to accompany the equipment.

Results

Pegasus Harvest collected more than 2,500 pieces of equipment, totaling more than 600 PSDs from 1st Cavalry Division units and a total worth of \$81

million. Before the development of MDRS, Team Harvest was able to turn in 440 pieces of equipment, including 84 pieces of rolling stock, back to the logistics enterprise.

Pegasus Harvest was never fully manned, only achieving 25 Soldiers of the 45 originally planned.

The officer-in-charge and supply sergeant needed to get PBO access to Global Combat Support System (GCSS)-Army and DST to facilitate turn-ins and conduct vetting at division level. Team Harvest was able to do a lot by having a strong relationship with III Corps, AFSBn-Hood, ASC and 1st Cavalry Division units – and by gaining an understanding of DST and the turn-in process.

The overall result was the creation of the MDRS for Fort Hood and the Army.

Lessons-learned

Pegasus Harvest had to overcome many challenges, from having a good understanding of GCCS-Army and DST to learning about the different turn-in processes for each agency. For example, Team Harvest during the first few months had to depend on outside help in pulling DST information and

processing equipment into the property book – if the team would have had access from the beginning, then the process of removing equipment from the property book could have been faster.

Moreover, after gaining access to DST, Team Harvest was able to see many problems with vetting open PSD and why some PSD was not being approved. This allowed Team Harvest to fix many of the vetting open PSD and get the PSD approved for turn-in or lateral transfers.

One pre-planning lesson-learned is having a UIC with a working DODAAC to order parts. Pegasus Harvest was not able to order parts and this hindered the maintenance operation.

Furthermore, having all 45 soldiers with a dedicated PBO could have made the difference in taking equipment off hand receipts on time and doubling the turn-in output. In addition, keeping the same Soldiers throughout the operation and not switching them out would have helped keep track of paperwork from each piece of equipment, resulting in a smoother process.

However, Team Harvest was still able to make huge dent in the war on excess in 1st Cavalry Division.

Operation Pegasus Harvest also demonstrated the importance of the DMMC Class VII section to a division. The Class VII section developed from Pegasus Harvest and is currently on the modified table of organization and equipment (MTOE) under the division-sustainment bridged (DSB) concept; the MTOE will take effect in Fall 2021 for 1st Cavalry Division Sustainment Brigade. The Class VII section can monitor DST, vet PSD for the division, confirm PB01 have been executed and improve the R and S ratings for the division. The Class VII section will be the assets visibility for the division and work closely with the Corps Materiel Readiness Center in the expeditionary sustainment command (ESC).

Every division needs to implement the concept of the DMMC into their DSBs. DMMC with the Class VII section will help the Army manage and improve the overall readiness and modernization efforts.



Figure 4. Pegasus Harvest divests M9s to the weapons warehouse, AFSBn-Hood. (U.S. Army photo)

Team Harvest was able to build a strong relationship with DLA, AFSBn-Hood, ASC, FORSCOM and Army Materiel Command. With these relationships, it was possible to work out many of the issues in the PSD process – from getting items approved to changing the losing UIC to allowing equipment to be turned in from the Pegasus Harvest UIC. This close relationship helped to create the MDRS.



Figure 5. A maintenance Soldier prepares a humvee for turn-in per the PSD instruction. (U.S. Army photo)

The Team Harvest officer in charge and supply sergeant played a role in planning the MDRS, from helping the AFSBn-Hood / 13th ESC understand the challenges of turning equipment to passing on lessons-learned from unit transactions.

Conclusion of Pegasus Harvest and transition to MDRS

Pegasus Harvest was successful because it allowed 1st Cavalry Division to look at itself when it came to excess and maintenance. Units started to identify excess and began to create PSD on DST, allowing higher echelons to see the excess. On the maintenance side, 1st Cavalry Division was now aware that a lot of equipment was not maintained to standard – if it was excess, it was left alone to gather dust in motorpools. Units needed to move equipment to units that needed it or turn the equipment into a depot or DLA to feed the refurbishing efforts.

When Pegasus Harvest started in mid-July 2020, there were more than 10,000 pieces of excess on DST; as of early December 2020, 1st Cavalry Division had less than 8,000. That's on top of excess identified and placed on DST. However, the war on excess is perpetual and unsustainable for a sustainment brigade to take on

single-handedly. MDRS is the long-term solution to deal with excess across the Army.

MDRS uses the same business rules and lessons-learned from Pegasus Harvest on a much larger scale, servicing all of Fort Hood. At this time there are two other MDRS sites being stood up, with more to follow across all major Army installations. What Pegasus Harvest started is a movement that will help improve the lifecycle management of all Army equipment and help the readiness of our combat brigades.

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oak-leaf clusters, Defense Meritorious Service Medal, Meritorious Service Medal (one silver oak-leaf cluster), the Parachutist Badge, Air-Assault Badge and Combat Action Badge.

ACRONYM QUICK-SCAN	
ABCT – armored brigade combat team	DST-SM – Decision-Support Tool-Sourcing Module
AFSBn – Army Field Support Battalion	ESC – expeditionary sustainment command
ASC – Army Sustainment Command	FMC – fully mission capable
BII – basic issue item	GCSS – Global Combat Support System
BSB – brigade-support battalion	JBLM – Joint Base Lewis-McChord
CoEI – components of end item	MDRS – Modernization Displacement Repair Site
DLA – Defense Logistics Agency	MTOE – modified table of organization and equipment
DMMC – Division Material Management Center	PBO – property-book office(r)
DMRC – Division Material Readiness Center	PSD – proposed sourcing decision
DoDAAC – Department of Defense Activity Address Code	SPO – support-operations officer
DSA – division-support area	UIC – unit-identification code
DSB – division-sustainment bridge	



Figure 6. Pegasus Harvest marked equipment by type of turn-in, destination and attached instructions of how the equipment needed to be turned in. (U.S. Army photo)



Figure 7. A Pegasus Harvest maintenance Soldier purges an M-978A2 Heavy Expanded Mobility Tactical Truck at a purge site. (U.S. Army photo)



Figure 8. Pegasus Harvest supported the fielding of the Joint Light Tactical Vehicle by divesting all M-1097 hum-vee variants. (U.S. Army photo)