

AMC TODAY

SUSTAINING THE STRENGTH OF THE NATION

U.S. ARMY MATERIEL COMMAND MAGAZINE

JANUARY – MARCH 2016



IN THIS ISSUE:

**AMC DELIVERS
THE ARMY'S #1 PRIORITY:
READINESS**





VANTAGE POINT

GENERAL DENNIS L. VIA
AMC COMMANDING GENERAL

Ensuring our Army remains ready as the world's premier combat force is the top priority of Army leadership. It is also the U.S. Army Materiel Command's (AMC) sole focus as the provider of critical materiel required to ensure our Army remains the best-equipped force.

AMC provides the fundamental component of Army readiness, commanding the global supply

“AMC PROVIDES THE FUNDAMENTAL COMPONENT OF ARMY READINESS ...”

chain to rapidly and effectively equip Soldiers wherever and whenever needed.

This edition of *AMC Today* highlights the command's indispensable role in providing Army readiness. From Life Cycle Management Commands (LCMCs) to Logistics Readiness Centers (LRCs), from Army Prepositioned Stocks to the Organic Industrial Base (OIB), AMC is well-postured and organized to equip and sustain the force.

AMC's LCMCs constitute the foundation for the Sustainable Readiness Model, integrating life cycle management across the materiel enterprise. LCMCs not only maintain, modernize and reset everything from vehicles and helicopters to communications equipment, they also provide essential training to Soldiers and units. LCMCs enable units to maintain a high state of readiness.

Across the globe, the AMC-managed Army Prepositioned Stocks and Activity Sets provide our Army and the joint force with strategic reach, allowing units to quickly deploy and fall-in on modernized, ready equipment. These sets afford units a more cost-effective option for multinational training opportunities, while also providing a quick reaction capability for contingency operations.

Logistics Readiness Centers ensure readiness at home station, providing installation logistics support and training, and sustaining Power Projection Platforms. LRCs provide units the full power of the sustainment base, with access to Soldier services, supply and maintenance.

The Army's Organic Industrial Base, managed by AMC, is a National Security Readiness Insurance Policy, providing our Army the critical capability to surge in support of any contingency. The OIB manufactures, resets and repairs equipment, building combat power for the nation.

Meanwhile, AMC's Research and Development efforts assure readiness for our future Army. We employ more than 12,000 scientists and engineers dedicated to discoveries that empower, unburden, protect and sustain Soldiers.

Readiness is why AMC exists. The best-manned, trained and led force requires the best equipment, and that's what AMC provides, across the globe and on all fronts, delivering enormous capabilities to commanders to accomplish their mission - anytime and anywhere.

AMC - Sustaining the Strength of the Nation!



TOP: AMC Commanding General Gen. Dennis L. Via listens to a Soldier from the 1st Brigade Combat Team, 3rd Infantry Division, discuss his unit's draw of equipment from the European Activity Set during a visit to Mannheim, Germany.

BELOW LEFT: Soldiers from the 405th Army Field Support Brigade talk with Via during a stop on his visits to installations across Europe.

BELOW RIGHT: Robin Dothager, 405th Army Field Support Brigade's theater prepositioned stocks manager, explains details about the European Activity Set, a brigade-sized set of equipment used by rotational forces. (U.S. Army photos by Kim Hanson)





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FRONT AND BACK COVERS: Soldiers from 3rd Infantry Division inspect parts for vehicles from the European Activity Set, a brigade-sized set of equipment managed by AMC. The unit drew the equipment in support of Combined Resolve V, in Grafenwoehr, Germany. (U.S. Army photos by Kim Hanson)



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AMC TODAY MAGAZINE

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PERSPECTIVES

Featuring this issue's guest columnist
LT. GEN. LARRY WYCHE
AMC DEPUTY COMMANDING GENERAL

SUSTAINABLE READINESS

Air-worthy helicopters, road-ready vehicles and responsive weapons systems are the foundation of operational readiness. The U.S. Army Materiel Command's (AMC) role in maintaining these systems involves a global supply chain and a team of dedicated employees who ensure our shelves remained stocked with aftermarket and repair parts that keep the Army running.

“READINESS HAS BEEN, AND WILL CONTINUE TO BE, OUR TOP PRIORITY.”

The enormity and complexity of this secondary items inventory is often underappreciated. AMC manages more than 117,000 different items, from rotor blades to tank tracks. Our books track a total of more than 31 million pieces and parts in 65 countries around the world.

When we supported two wars in challenging geographic environments, we often erred on the side of overstocking rather than risk an empty shelf. As combat operations wound down, our parts count didn't show a corresponding decline.

As the Army transitioned to sustainment, we knew we could not rely on old methods to forecast inventory levels moving forward. We had relied on history as our best future predictor, but understood that would no longer suffice. Faced with a changing operations tempo and the gloom of sequestration, government shutdown and furloughs, we had to reign in the costs of doing business.

Taking a cue from logistics industry leaders like Amazon, Ford and Caterpillar, AMC turned to Sales and Operations Planning that, in effect, revolutionized our approach. We implemented this program at lightning speed, even faster than top-notch civilian companies that had already found success in this program.

This new planning process illuminated inventory across the board, providing a view of our inventory and backlog that had never been seen. It also provided the tools to help us look ahead and understand the drivers that influence forward demand.

Besides “righting” our system, implementing this process also allowed us to clean house. In our first year of execution, we achieved \$4.5 billion in inventory reduction. We also returned \$300 million to the Army Budget Office. Along with continued savings, the second and third order effects include reducing our storage space footprint, something we pay for by the cubic foot, and right-sizing our workforce.

This all comes without sacrificing service levels or readiness. We still supply units and Soldiers on a worldwide scale, but our deliberate planning matches demand with supply and inventory. Our objective to have the right parts in the right place at the right time hasn't changed. But our rear-view mirror approach to planning has transformed to an accurate, forward-looking process that has revolutionized our secondary item supply chain.

Readiness has been, and will continue to be, our top priority. As the Army transitions to sustainable readiness, our business approaches and processes must also transition to support the force. I'm proud of what we've done on the secondary parts front, and I encourage leaders at all levels to evaluate their own programs to ensure we are working smart to sustain the strength of our nation.

AMC BY THE NUMBERS

9
BRIGADE COMBAT TEAM EQUIVALENT UNITS RESET IN FY15

2
MILITARY OCEAN TERMINALS

\$1.6
BILLION IN RESEARCH AND DEVELOPMENT IN FY15

97
BATTALION AND BRIGADE COMMANDS

64,000
DEDICATED AMC EMPLOYEES WORLDWIDE

153
COUNTRIES WITH AMC SUPPORT

66,353
PIECES OF EQUIPMENT RESET IN FY15

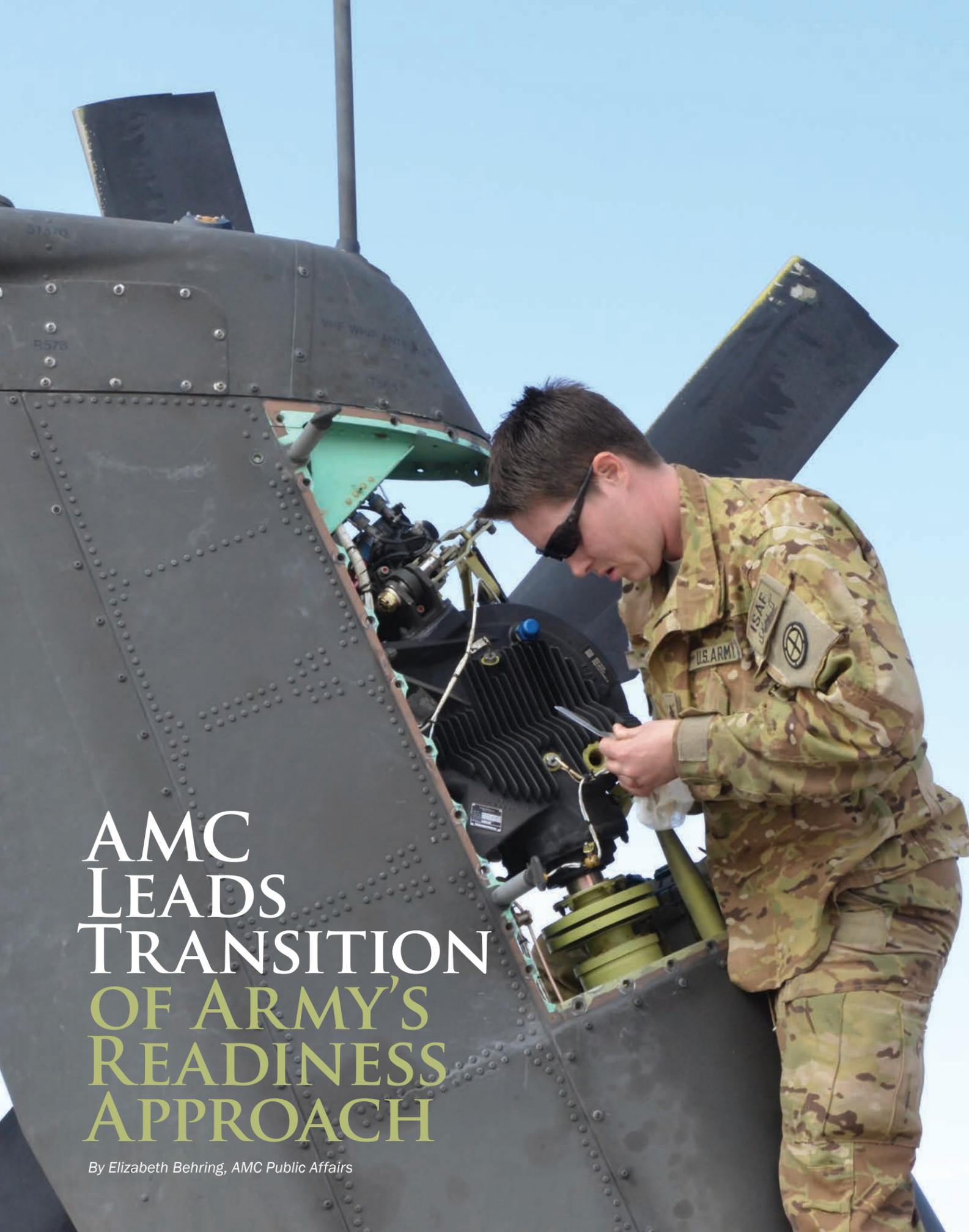
IF A SOLDIER DRIVES IT FLIES IT WEARS IT SHOOTS IT COMMUNICATES WITH IT OR EATS IT
AMC PROVIDES IT

5
ARMY PREPOSITIONED STOCKS

72
LOGISTICS READINESS CENTERS

\$44
BILLION IN THE FY15 AMC BUDGET

50
STATES WITH AN AMC PRESENCE OR IMPACT



AMC LEADS TRANSITION OF ARMY'S READINESS APPROACH

By Elizabeth Behring, AMC Public Affairs

Readiness for ground combat is, and will remain, the U.S. Army's number one priority," said Gen. Mark A. Milley, the 39th Chief of Staff of the Army, in his initial message. "We must ensure the Army remains ready as the world's premier combat force."

But the Army's approach to readiness has completely transformed in the past couple years.

As the U.S. fought sustained wars on two fronts in Afghanistan and Iraq, the

demand for trained and ready forces required the Army to adopt its force generation model, ARFORGEN. ARFORGEN was a rotational readiness model, a method for effectively and efficiently generating brigade-based modular units for operational deployment on a sustainable, rotating basis.

With ARFORGEN, Soldiers were able to concentrate on their deployed tasks while contractors and civilians, many from U.S. Army Materiel Command (AMC), took

care of the other requirements, from providing large fully operational dining and laundry facilities to equipment reset.

During the first decade of the 21st century, that meant ensuring Soldiers on the battlefield had the equipment they needed, in battle-ready condition.

The majority of today's Soldiers and officers only know a post-9/11 Army, said Gen. Dennis L. Via, commander of AMC. The Army they know is one of nearly

unlimited resources, with equipment often delivered, stored, maintained and deployed by contractors and civilians.

In 2014, as operations slowed and budgets declined significantly, the Army introduced the Sustainable Readiness Model (SRM), a new model that charges units to maintain high readiness levels at all times. SRM reduces readiness "peaks and valleys," allowing the Army to maintain a viable and credible deterrence capability while meeting contingency requirements.

"The Sustainable Readiness Model will be the guidepost upon which we will provide readiness to Army units," said Lt. Gen. Gustave "Gus" Perna, U.S. Army Deputy Chief of Staff, G-4. "Gone are the days of predictable rotations. We have new missions all over the world, and now we have to be ready for anything at any time."

AMC is on the forefront of the transition to SRM, providing the foundation for sustainable readiness through Life Cycle Management Commands (LCMCs). AMC and its LCMCs provide integrated materiel life cycle management of systems and equipment – including maintenance, repair, upgrades and reset – in partnership with the Materiel Enterprise.

"We remain committed to ensuring that our Army remains the best-equipped fighting force, prepared to meet future operations and contingencies, regardless of their location in the world," Via said.

A key focus of the transition to SRM is a return to Soldiers taking responsibility for maintenance of their equipment. The Army is reinvigorating Soldier ownership for maintaining and sustaining equipment.

"What our Soldiers know after more than a decade of war is similar to a rental car mentality," said Via. "Soldiers fell in on trustworthy, ready equipment,

“READINESS
FOR GROUND
COMBAT IS,
AND WILL
REMAIN, THE
U.S. ARMY'S
NUMBER ONE
PRIORITY”

– GEN. MARK A. MILLEY,
CHIEF OF STAFF OF THE ARMY

LEFT: While performing a 25-hour inspection on an AH-64 Apache helicopter in Afghanistan, Sgt. Tiara Carr, an Apache maintainer with the Missouri National Guard, inspects the tail rotor gear box. Unit maintainers immediately perform inspections upon an Apache landing to provide the maximum time to fix any problems on the aircraft since last leaving the ground. (U.S. Army photo by Capt. Andrew Cochran)



and then turned it in to someone else for maintenance and upkeep without a second thought.”

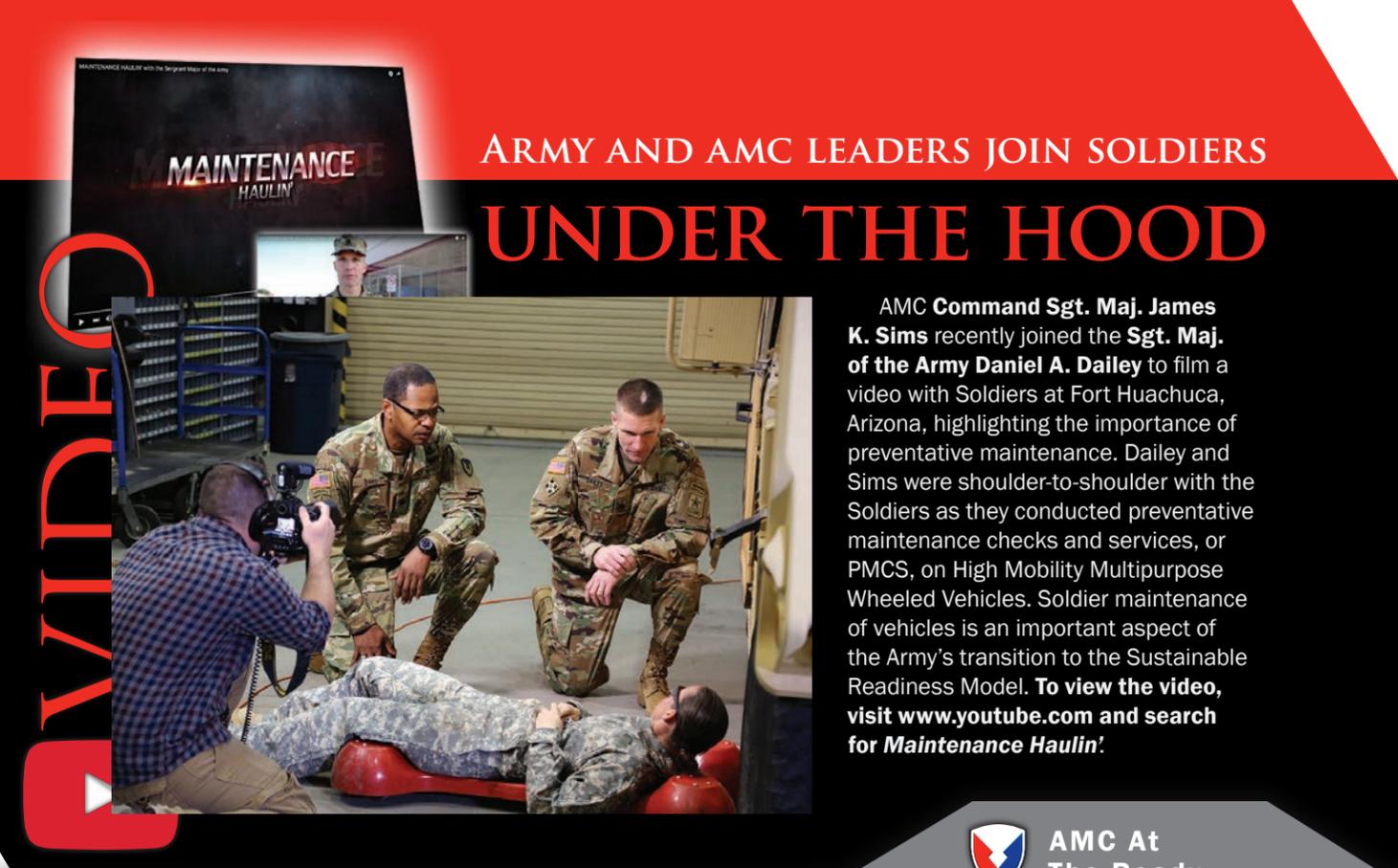
Now the Army must strike the right balance between contracted logistics support and Soldier sustainment to ensure Soldiers are capable of preserving operational effectiveness.

“To make this transition successful, we must develop an expeditionary mindset among Army logisticians, which will require a well-planned and well-executed logistics leader development campaign that provides logistics leaders with the training, education and experience necessary to support an expeditionary Army,” Perna said.

Today’s world – from budget constraints to a complex, uncertain global environment – requires the Army to rethink and reassess its approach to readiness, said Via.

“AMC delivers readiness as the all-inclusive provider of everything a Soldier drives, flies, wears, shoots, communicates with or eats,” said Via. “Readiness will remain the priority, but we must adapt and find new ways to ensure our Army remains prepared to respond to any contingency, whenever and wherever that may be.”

TOP LEFT & BELOW: Equipment from the European Activity Set (EAS) is inspected and maintained in Grafenwoehr, Germany. The EAS is a brigade-sized set of equipment managed by AMC and must be maintained at Army 10/20 standards to be ready for issue at any time. (U.S. Army photos by Kim Hanson)



ARMY AND AMC LEADERS JOIN SOLDIERS UNDER THE HOOD

AMC Command Sgt. Maj. James K. Sims recently joined the Sgt. Maj. of the Army Daniel A. Dailey to film a video with Soldiers at Fort Huachuca, Arizona, highlighting the importance of preventative maintenance. Dailey and Sims were shoulder-to-shoulder with the Soldiers as they conducted preventative maintenance checks and services, or PMCS, on High Mobility Multipurpose Wheeled Vehicles. Soldier maintenance of vehicles is an important aspect of the Army’s transition to the Sustainable Readiness Model. **To view the video, visit www.youtube.com and search for *Maintenance Haulin’*.**



AMC FOCUSES ON SOLDIER MAINTENANCE CAPABILITIES

By Kara Wall, AMC Public Affairs

Readiness begins with the Soldier, and the U.S. Army Materiel Command’s (AMC) senior warrant officer said he is laser-focused on four areas that will empower troops to maintain equipment and further strengthen the command’s critical tie to readiness.

Through leader and professional development, divestiture of old equipment, innovative technologies, and command supply and maintenance discipline, AMC is gaining efficiency and effectiveness, said Chief Warrant Officer 5 Darren Cook. His unique position is key in delivering that message and connecting senior leaders to the lowest enlisted rank.

“AMC is transitioning capability back to the hands of Soldiers,” said Cook. “The result for the Army is a better trained, more capable Soldier that is self-sustaining.”

Recent funding and personnel reductions have created a substantial logistics challenge in maintaining the Army’s 90 percent readiness rate requirement, he said. Supporting non-traditional operations like Pacific Pathways, Regionally Aligned Forces and the European Activity Set further complicates funding shortfalls in the midst of uncertain and unpredictable environments and engagements. In turn, AMC is reducing the contracted logistics support structure, and training Soldiers to take ownership of maintaining their own equipment.

For example, the two dozen contractors who maintain and manage a command’s tactical operation center in the field would be reduced to six. AMC would then bring

in a team of Logistics Assistance Representatives to train Soldiers to do the work.

“First, we believe leader development is key. That includes providing Soldiers with adequate training and mentorship to get them back to some of the core disciplines they need to assume this capability and capacity,” Cook said.

Second, an effort to streamline and standardize materiel sets with new equipment will also decrease the amount of repair required and save the Army money on extra parts and training, said Cook.

“If you have 10 trucks and only three of them are the same, then you have to maintain different parts for each set of trucks. But, if you have 10 trucks and they’re all alike, you can reduce the number of spare parts needed for repair and maintenance,” Cook explained.

Third, innovation in technology will increase readiness rates and create efficiencies as demonstrated by Condition Based Maintenance+ and other sensing technologies used to check for needed repair.

Finally, command supply and maintenance discipline, which is the execution of policies and procedures provided for Soldiers to follow, is critical. Educating the force and bridging policy to action reduces the amount of excess parts, increases accountability of equipment and improves the readiness of equipment through proper pre-combat checks, pre-combat inspections and preventative maintenance, Cook said.

AMC NEWS & NOTES

1 AMC units recognized for safety

U.S. Army Materiel Command (AMC) subordinate organizations were recognized in October 2015 for ongoing efforts to promote safety. The Army Research, Development and Engineering Command (RDECOM) was presented two Army-level awards and three AMC Command Safety Awards. RDECOM's U.S. Army Tank and Automotive Research, Development and Engineering Center received both the Army and the AMC Exceptional Organization Safety Awards at the brigade



level. The research center was also recognized twice as a "Star Performer" by the Army Institute of Public Health for its Defense Occupational and Environmental Health Readiness System efforts. Edgewood

Chemical Biological Center (ECBC), also an RDECOM subordinate organization, won the Department of the Army and the AMC Industrial Operations Safety Awards (shown left), specifically for its Field Deployable Hydrolysis System and its work to safely destroy Syria's stockpile of chemical warfare agents in record time. ECBC was also presented the AMC Exceptional Organization Safety Award at the battalion level. Communications-Electronics Command (CECOM) won the division-level AMC Exceptional Organization Safety Award. CECOM demonstrated ownership of safety at all levels throughout the command. Leadership also presented the AMC Individual Excellence Safety Award to Paula Mesaris from CECOM's Tobyhanna Army Depot. Mesaris is the program manager for several key program areas and maintained an injury rate more than 65 percent below the industry benchmark.



2 Crane awarded for standing up projectile production source

The Crane Army Ammunition Activity (CAAA) received a 2015 Project Manager for Combat Ammunition Systems Excellence Award for successfully standing up a production source for the 155 mm M1122 high explosive projectile. Production was stood-up in 24 months with a successful first article, and production of 10,000 projectiles six months later. CAAA and its workforce delivered on their promise to provide 10,000 training rounds from a new ammunition line one day ahead of its scheduled deadline. "We were able to leverage CAAA's core competencies of conventional munition demilitarization and renovation to achieve a \$100 million cost avoidance for taxpayers by salvaging the bodies of other 155 mm projectiles for reuse as training rounds," said Saleem Ghazi, supervisory program management engineer for the Project Manager Combat Ammunition Systems.

3 USASAC team member honored by Brazil

Lenard Dotson, a country program manager in the U.S. Army Security Assistance Command's Southern Command regional operations and a liaison officer in Miami, Florida, was presented Brazil's Medalha do Pacificador, or Peacemaker Medal, in August 2015. Dotson's work was vital in building a relationship with Brazil while helping facilitate the country's first major foreign military sale, which included refurbishment and/or delivery of M113 upgrade kits, M109A5 howitzers and parts to support the country's current weapons systems.



4 RDECOM product team named best of the year

The Indirect Fire Protection Capability (IFPC) Increment 2 - Intercept Aviation & Missile Research, Development and Engineering Command Multi-Mission



Launcher Product Team was named the winner of the 2015 O5-Level Product Team of the Year Award at this year's U.S. Army Acquisition Awards Ceremony held in Orlando, Florida. The award honored the team's professionalism, diligence and teamwork - distinguishing them amongst a

large field of highly qualified candidates. The IFPC capability is in high demand to counter very real and present threats. The team's daily mission-focused accomplishments put the program on track to provide warfighters and the nation the protection it needs in such a complex and changing world.

5 CECOM LRC shows improvement through Lean Six Sigma

The U.S. Army Communications-Electronics Command (CECOM) Logistics and Readiness Center (LRC) was one of 10 Army organizations recognized for excellence in Lean Six Sigma practices by then-Acting Undersecretary of the Army Eric K. Fanning at a recent ceremony. Held at the Pentagon's Hall of Heroes, the honor was part of the 2014 Army Lean Six Sigma Excellence Awards Program, known as LEAP. LRC's Allison Waltsak, a Lean Six Sigma Black Belt, accompanied by Lane Collie, LRC Director, accepted the award for the Non-Enterprise Level Black Belt Project Team Award category. Waltsak and her team reduced the Acquisition Requirements Package cycle time, resulting



in faster delivery to the warfighter. This is the fifth time CECOM has received a LEAP Project Team Award since the program was established seven years ago.

6 Soldiers awarded medals for saving civilian

Sgt. 1st Class Alfred Tello and Sgt. 1st Class Rafael Fariarodriguez, members of a Technical Assistance Field Team deployed to provide technical expertise to the Panamanian police forces, were recently awarded



Joint Service Commendation Medals for their part in saving the life of a local taxi driver. Tello and Fariarodriguez sprang into action to assist the injured driver after a vehicle accident. "We've had the military training and we know what to do, but on the other hand, it's just common sense. If you see someone in trouble, you just help," Tello said. "We do what we're trained to do, whether we're helping a fellow Soldier in combat or a civilian."

7 AMC Today wins communications awards

AMC Today magazine recently received two Gold MarCom Awards as well as an honorable mention for efforts in telling the AMC story over the past year. The MarCom Awards is a creative competition that celebrates concepts, writing and design of print, visual, audio and Web materials with entries coming from marketing and communications departments, advertising agencies, Public Relations firms, design shops, production companies and freelancers. AMC Today received a Gold Award in the government category for the entire publication, a Gold Award in the graphic design/illustration category for the "AMC by the Numbers" section, and an honorable mention the writing/column category for the "Across the Years" column. This year, the competition included more than 6,500 entries from across the United States, Canada and 15 other countries.



(U.S. Army photos)



1

1. An employee welds a pipe at the maintenance shop managed by LRC-Bragg at Fort Bragg, North Carolina. 2. An employee conducts Humvee maintenance managed by LRC-Bragg. 3. An LRC Central Issue Facility contractor checks an issue list for equipment items for a Soldier at Fort Hood, Texas. 4. Soldiers have lunch at the 82nd Airborne Division's Sustainment Brigade dining facility supported by LRC-Bragg. 5. LRC-Bragg employees refurbish a Humvee field ambulance. (U.S. Army photos by Jon Micheal Connor)



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LRCs FORGE FUTURE FOR ARMY LOGISTICS

By Jon Micheal Connor, ASC Public Affairs

A milestone took place Oct. 1, 2015, as the U.S. Army Materiel Command (AMC) assumed administrative control of two more Logistics Readiness Centers (LRCs) at Washington's Joint Base Lewis-McChord and Soto Cano, Honduras.

The most recent transfer now brings 72 LRCs and five sub-sites under the AMC umbrella to deliver all logistical needs at Army installations in the U.S., Central America, Europe, Japan and South Korea. Previously in October 2012, AMC assumed mission command of Directorates of Logistics (DOLs) from Installation Management Command. Gen. Dennis L. Via, AMC commanding general, announced the re-branding of DOLs to LRCs in October 2013.

"This transition to LRCs better aligns to Department of the Army naming conventions, more accurately reflects their mission under AMC and provides a conceptual framework to reshape LRCs as AMC's 'face to the field,'" Via said. "It is much

more than just a name change, but rather a concept that will eventually set the conditions to integrate all of AMC's capabilities at the installation level under one umbrella."

Under AMC, LRCs are connected to both the sustainment base and to each other, Via said. This provides flexibility to support surge requirements and more effectively exploit the AMC enterprise.

U.S. Army Sustainment Command (ASC), as AMC's operational arm, manages the LRCs through its Army Field Support Brigades. Located at Rock Island Arsenal, Illinois – the home of Army logistics – ASC leverages the full resourcing of the materiel enterprise. ASC brings technology, acquisition support, materiel development, logistics power projection and sustainment to the total force with the right equipment. The command also supplies premier support services at home and in the field.

"We're the logistics readiness enablers at the installation that allow the Brigade Combat Teams to

deploy for either training, other assigned missions or ultimately combat operations, and the LRCs are where it starts," said Maj. Gen. Kevin O'Connell, ASC commanding general.

LRCs also provide support to initial military training and other installations. In short, LRCs are vital to readiness.

Services LRCs deliver include: food; ammunition; initial clothing issue; hazardous material; receipt/storage and issue; bulk fuel; laundry; dry cleaning; and asset management. Transportation services include: personal property; non-temporary storage; passenger travel; non-tactical vehicle fleet management; freight; unit movements; and rail. Finally, material maintenance support includes garrison equipment and tactical equipment maintenance that exceeds a unit's capability.

While each shares in the responsibility of logistics support at Army installations and garrisons, no single LRC is exactly like any other. The respective LRC

mission at each installation is dictated by what units it serves and the overall missions of that installation.

For example, the mission at LRC-Benning at Fort Benning, Georgia, differs from that at Fort Bragg, North Carolina. The former is home of the Maneuver Center of Excellence, where the LRC supports the Infantry and Armor schools along with initial entry training and Airborne school. The latter is home to the 82nd Airborne Division, 18th Airborne Corps, and is the Army's premier power projection platform for operations regionally or around the world on a moment's notice.

"We are aware of our service members and the dedication they give to this country," said Joanne Oliver, a general supply specialist for the Subsistence Supply Management Office at Fort Benning. "We want to make sure that everything they do ... we're able to back them up and support them to make their lives easier."



6



7

6. An employee uses a lathe to drill out an item that will eventually be used for a grenade launcher weapons rack at Fort Benning, Georgia. Creating solutions for Soldiers is one of the many missions of the Logistics Readiness Centers.

7. A mechanic works on an M777 howitzer while sharing repair information to keep Soldiers at Joint Base Lewis-McChord sharp on the latest upgrades to their equipment. (U.S. Army photos by Jon Micheal Connor)

Another fundamental change that took place was how contracted services are awarded and implemented.

Before the transfer, each installation managed its own contracts through their local servicing contracting agency. ASC worked diligently with contracting partners to develop the Enhanced Army Global Logistics Enterprise (EAGLE) contracting strategy to address inconsistencies in performance standards and levels of service, drive down costs and reduce redundant contracts.

Today, EAGLE addresses maintenance, supply and transportation services in more than 40 locations throughout the United States and overseas, using basic ordering agreements for task order competitions. This allows standardization of performance work statements and greater competition among the basic ordering agreement holders, with the goal of reducing cost and increasing small business participation. It also reduces administrative contracting costs by using one acquisition strategy for multiple contracts in many locations.

EAGLE has paid dividends for the command, achieving a 19 percent cost avoidance and 51 percent reduction on the number of contracts since its implementation in February 2012, according to the ASC EAGLE Business Office/Contract Management Office (EBO/CMO).

ASC achieved the efficiencies while simultaneously supporting the small business community with 19 of 25 EAGLE Task Orders awarded to date to small businesses, the EBO/CMO said.

"The EAGLE contract has performed as advertised, strengthening our logistics performance work statements and following proper financial and operational controls to execute our support contract," said Mark Dille, LRC director at Redstone Arsenal, Alabama.

LRCs are critical in providing customer support to our Soldiers and family members, O'Connell said.

"Those Soldiers are the reason why we're here," said Tom Lovgren, an employee at LRC-McCoy in Wisconsin. ♥

Army Sustainment Command, a subordinate organization of the U.S. Army Materiel Command, is the command and control hub for global Army logistics supporting Combatant Commanders and the Logistics Civil Augmentation Program. The command bridges the national sustainment base to the Soldiers in the field, bringing together the capabilities of AMC to provide the right equipment, at the right place and time, and in the right condition.

JMC PROVIDES TRAINING AMMUNITION FOR WARFIGHTER READINESS

By Linda Loebach, JMC Public Affairs

The Joint Munitions Command (JMC) operates a nationwide network of facilities where conventional ammunition is produced and stored, providing joint forces with ready, reliable, lethal munitions at the right place and time to enable global operations. About 90 percent of the ammunition produced by JMC is expended for joint warfighter training.

"Team JMC's vision is to be Department of Defense's ammunition logistician, synchronizing global operations," said Brig. Gen. Stephen E. Farmen, commander of JMC. "Our lines of effort hinge on providing munitions at the point of need in support of our common purpose, the joint warfighter. This translates into a commitment to our Chief of Staff of the Army's number one priority: readiness."

JMC's role in readiness is to integrate the ammunition enterprise to produce an adaptive, resilient industrial base capable of sustaining critical capabilities, meeting current mission requirements and surging to deliver lethality in an age of uncertainty, Farmen said.

In order to support warfighter readiness, JMC maintains several critical processes to ensure training ammunition is in warfighters' hands, whenever they need it.

MUNITIONS READINESS REPORT

The premier metric used to track munitions readiness is JMC's Munitions Readiness Report (MRR). The report is used by JMC and the ammunition community worldwide. The MRR is a Web-based, ammunition enterprise decision support tool designed to rate munitions readiness as a measurement of ammunition availability and serviceability, relative to ammunition requirements. JMC began developing the MRR after 9/11, implemented it in late 2002, and has been improving and refining its use ever since.

Pvt. Corey Peters, 25th Infantry Division, prepares to fire the M121 120 mm mortar system on Joint Base Elmendorf-Richardson, Alaska. JMC ships millions of rounds of training ammunition to 85 Ammunition Supply Points at military bases across the country. (U.S. Air Force photo by Alejandro Pena)





A U.S. Army paratrooper assigned to the 173rd Airborne Brigade Special Troops Battalion loads an ammunition belt into an M2 .50-caliber machine gun during Exercise Agile Titan in Postonja, Slovenia. JMC maintains several critical processes to ensure training ammunition is in warfighters' hands, whenever they need it. (U.S. Army photo by Graigg Faggionato)

The MRR is a critical enabler for budget development and performance readiness analyses, program objective memorandum acquisition and maintenance decisions, consumption trends tracking, and joint munitions readiness reporting. It is a standard methodology for determining munitions readiness, calculated for current asset posture and at six-month periods, for a 24-month time frame. It is a user-friendly, visual assessment of munitions' warfighting readiness and areas of risk.

The MRR offers future-year inventory and readiness outlooks that compare worldwide inventory to current war reserve and training requirements. It is a broad report and rating system, a tool for senior Army decision makers.

The report is used at the Department of the Army, U.S. Army Materiel Command, Program Executive Office Ammunition, and by JMC ammunition managers. The MRR supports ammunition-related budget and logistics decisions, life cycle and inventory management, and joint munitions planning.

The MRR groups munitions into 12 "families" according to size and type of munitions. The report allows readiness to be assessed quickly, based on a traffic-light color code. Green represents the highest level of readiness; amber, a lower level of readiness; and red indicates non-readiness. With this coding system, focus can easily be directed to munitions with compromised readiness.

CENTRALIZED AMMUNITION MANAGEMENT AND AMMUNITION SUPPLY POINTS

JMC ships millions of rounds of training ammunition to 85 Ammunition Supply Points (ASPs) at military bases across the country. In the continental U.S., the ASPs are divided into five geographic Centralized Ammunition Management (CAM) regions, each supplied by a primary JMC depot where ammunition is stored. Each CAM region includes many ASPs, which in turn supply training ammunition to units at forts, camps and bases in their areas.

Logistics specialists use the National Level Ammunition Capability (NLAC) resupply tool to analyze the amount of ammunition the ASPs ask for, depending on the amount trainers in their areas request, and the amount that has been left over from previous requests and is in storage. The NLAC reduces the quantity of excess ammunition stored at ASPs, while still providing an adequate supply of training ammo.

"The less excess ammo the Soldiers at the ASPs have to store, manage and inventory, the more time they have to devote to other duties," said Ryan Senkbile, an ammunition logistics management specialist in JMC's Material Management Operations Distribution Division.

The tool has been modified in the last few years to also reduce the number of shipments between ASPs, saving JMC and taxpayers hundreds of thousands of dollars a year. But Senkbile said if an ASP has an unexpected need for ammo, JMC can fill a request within a week.

U.S. Army Sustainment Command oversees 37 ASPs, including in Alaska and Hawaii. Nick Castillo, an ASC ammunition logistics management specialist, is co-located at JMC headquarters at Rock Island Arsenal, Illinois, in order to work alongside Senkbile, his counterpart.

"Working together, we can provide one voice for the entire ammunition logistics community. We capture impacts and policy that apply to both sides of the training ammo supply: the wholesale side, which comprises the bulk storage at the depots, and the retail side, dealing with the ASPs and the bases," said Castillo. "Our coordination has helped to standardize processes at all ASPs."

Looking at the wholesale side, the shipment of training ammunition from depots is constant. Brad Rutledge, chief of shipping and receiving at McAlester Army Ammunition Plant (MCAAP) in Oklahoma, said that MCAAP ships 25 to 30 truckloads of training ammo a day to ASPs in the southwest CAM region. Because MCAAP is the Department of Defense's premier bomb- and warhead-loading facility, it also ships training bombs and missiles to ASPs outside of its own CAM region.

"The training ammo is shipped 14 days in advance of the date the ASP needs it," said Rutledge of the shipping process. "Trucks are ordered 48 hours ahead of shipping, and the ammo is pulled from storage the day it's



Josh Nelson, a material handler leader in the Shipping and Storage Division of the Directorate of Depot Operations at McAlester Army Ammunition Plant in Oklahoma, breaks down small arms ammunition to repackage it for shipment. Blue markings identify training ammo, which will be packaged for shipment to ASPs. (U.S. Army photo by Kevin Jackson)

shipped. The ammo is packed and loaded on trucks, in vans or flatbed shipments; a Quality Assurance Specialist (Ammunition Surveillance) verifies the lot numbers, stock numbers and quantity of items, and the truck doors are security sealed before a truck heads to an ASP."

On the retail side, 23 ASPs in the southwest CAM region, including Fort Sill, Oklahoma, receive training ammo from MCAAP. When a shipment of training ammo arrives at Fort Sill, it is posted to an electronic tracking system. Older and small lots are issued first, and issue continues from a single lot until it is gone, and is then pulled from the next lot.

Units drawing training ammo from Fort Sill include those from the U.S. Army, U.S. Army Forces Command, U.S. Army Training and



Mike Lafevers, a material handler in the Shipping and Storage Division of the Directorate of Depot Operations at McAlester Army Ammunition Plant in Oklahoma, moves a pallet of small arms ammunition into a trailer, where it is blocked and braced for transport. (U.S. Army photo by Raul Hernandez)

Doctrine Command, U.S. Army Reserve, the National Guard, U.S. Marine Corps and ROTC.

Some ASPs also provide training ammo to allied forces, which may train inside or outside the continental U.S.

After training events, units turn in left-over ammo. Live ammo is inspected and, if useable, repacked, while residue from spent ammo is recycled or disposed of safely and in an environmentally regulated manner.

"JMC's entire process of providing ammunition, including training ammo, begins and ends with the warfighter," said Rhonda VanDeCastele, director of JMC's Munitions and Logistics Readiness Center. "Hundreds of dedicated employees at JMC headquarters, at its depots, and at the ASPs, work diligently to supply training ammo to ensure warfighter readiness." 🇺🇸

Joint Munitions Command (JMC) operates a nationwide network of conventional ammunition manufacturing plants and storage depots, and provides on-site ammunition experts to U.S. combat units wherever they are stationed or deployed. A subordinate command of U.S. Army Materiel Command, JMC provides for customers from U.S. forces of all military services, other U.S. government agencies and allied nations.

ARSENAL OF THE BRAVE:

COMMITTED TO SERVING OUR COUNTRY WITH PRIDE

THOUSANDS OF AMC SOLDIERS, CIVILIANS AND CONTRACTORS WORK EVERY DAY PROVIDING OPTIMAL SUPPORT TO THE JOINT WARFIGHTER WITH SKILL, PASSION AND DEDICATION. THEY ARE THE BACKBONE OF THE ORGANIZATION, ENSURING MISSION SUCCESS. ARSENAL OF THE BRAVE PROFILES A FEW OF THE MANY OUTSTANDING INDIVIDUALS FROM ACROSS AMC WHO EXHIBIT THESE VALUES.



U.S. ARMY CONTRACTING COMMAND (ACC)

Lori A. Deara, associate director and chief of the Contracting Office, Army Contracting Command-New Jersey, has been conferred the National Contract



Management Association (NCMA) Fellow designation. The Fellow designation, established in 1966, is reserved for individuals who have made significant contributions to the field of contracting and to the NCMA. NCMA Fellows, in addition to being recognized for their contributions, are an important resource to the profession and the association. Deara has been a member of NCMA since 1993 and has served at the chapter level as national director, president, executive vice president, vice president of education and seminar chairperson. During her tenure, she coordinated numerous programs and workshops for the Picatinny Chapter and currently sits on the Board of Advisors.

Keith Depoorter graduated from the University of Michigan in 2001 with an economics degree and began his career at Army Contracting



Command-Warren (ACC-WRN) in Michigan as a contract specialist in 2002. Depoorter has worked on numerous high-profile programs in ACC-WRN, including the Family of Medium Tactical Vehicles program and the Light Armored Vehicle for both the Marine Corps and the Saudi Arabian National Guard programs. Depoorter was promoted to a group chief for Non-Standard Vehicles in

2011, and later went to work for Force Projection and Tools in the same capacity. Depoorter currently serves as the acting division chief for Multi-Site Support and Systems Contracting Division. Depoorter is one of the most technically astute individuals at ACC-WRN and is continually sought out for advice and consult on acquisition issues and topics.

U.S. ARMY AVIATION AND MISSILE COMMAND (AMCOM)

Edward Lannone, an Aviation and Missile Command logistics management specialist and a retired command



sergeant major, received the Order of Saint Michael Gold Award from the Army Aviation Association of America for more than 40 years of service to the nation. The impact of his vision, leadership and tenacity on the individual Soldier, unit and Condition Based Maintenance training, as well as on overall Soldier development, will have an impact on aviation readiness and sustainment for years to come. His work on AMCOM's Condition Based Maintenance program, training and cost-wise readiness initiatives will continue to reduce the sustainment burden on the aviation Soldier. Lannone retired from AMCOM during the same ceremony in which he was presented the Saint Michael Gold Award.

John Jensen, aviation director



for the Aviation and Missile Command Logistics Center, won the Management/Executive Award

at the 24th annual Ernest A. Young Logistics Achievement Award luncheon ceremony Nov. 19, 2015. Jensen has 38 years of government service, including seven years active duty with the Navy. In his current role, Jensen oversees a team of employees who develop, acquire, field and sustain logistics support for the Army's aviation fleet to ensure readiness in any operation worldwide. This is the second time Jensen was honored with a logistics achievement award. In 2002, he won in the Professional/Technical category.

JD Webster, chief of the Aviation



and Missile Command's Condition Based Maintenance Plus and a retired lieutenant colonel, received the

Order of Saint Michael Bronze Award from the Army Aviation Association of America for his contributions to Army aviation for the past 30 years. During his military career, Webster commanded aviation units from the platoon to battalion levels. As a Department of the Army Civilian, he oversaw the fielding of Digital Source Collectors (DSC) across the Army's fleet, resulting in more than 3,280 – or 89 percent – of rotary wing aircraft being DSC equipped. These efforts increase the capability of the rotary wing fleet and improve operational readiness.

U.S. ARMY SUSTAINMENT COMMAND (ASC)

Cathy Bernhardt is an accountable officer for the Supply and Service Activity (SSA), Supply and Services Division at Fort McCoy's Logistics



Readiness Center in Wisconsin. Bernhardt has worked at Fort McCoy for 30 years as a DOD Civilian. The SSA warehouse where she works is responsible for issuing Class IX parts used by the U.S. Army Reserve and the installation. These include repair parts for vehicles and weapons. The SSA also serves as a regional turn-in facility for the Wisconsin and Minnesota National Guards and for the installation.

Jarvis Carr is an accountable



officer for the Ammunition Supply Point at Fort Bragg's Logistics Readiness Center in North Carolina.

Carr has served in this position for 20 years. Prior to his current position, he worked as an ammunition manager in Heidelberg, Germany, for six years. He is also an Army veteran, attaining the rank of captain in the field artillery branch. Carr became a Department of the Army Civilian by completing an internship at Rock Island Arsenal, Illinois, from 1984-86. Servicing Soldiers with ammunition at Fort Bragg is unique, Carr said, because of the diversity of units – infantry, artillery, armor with the Army National Guard and U.S. Army Reserve, Special Operations Command and the ROTC.



ARSENAL OF THE BRAVE

Spc. Jack Hopper, a human resources specialist from Melbourne, Florida, was named U.S. Army Sustainment Command's 2015

Soldier of the Year at the Army Materiel Command's Best Warrior Competition at Camp Atterbury, Indiana, in August. During his seven years of military service, Hopper has deployed in support of Operation Iraqi Freedom, served in numerous assignments and completed Air Assault School. His long-term Army goal is to become an Aviation Warrant Officer.

U.S. ARMY COMMUNICATIONS-ELECTRONICS COMMAND (CECOM)

Jeffrey D. Tharp serves as a command synchronization officer in the Operational Integration Branch of the CECOM G-3. In



Fall 2015, Tharp was the lead action officer for the Annual Planning Brief to Industry, bringing nearly 800 participants together for three days of small business office programs, planning briefs for Aberdeen Proving Ground's (APG) Cyber Community of Excellence and similar briefs for APG's Chem/Bio Center of Excellence. He said, "The event is so important – we mingle with industry, they get to know us. Partnerships are started, acted upon, grown – all designed to provide for our Soldiers in the field."

Kelvin Spencer is chief of the Integration Support Division of Tobyhanna Army Depot's Systems Integration and Support



Directorate in Pennsylvania. He has served at Tobyhanna six years, three as depot sergeant major, and has 35 years total service. As a Soldier, Spencer served across the world in various jobs, many of them communications-related. He said his favorite job was as chief of the Communications and Information Services Control Center, U.S. Army NATO Brigade (North), Brunssum, the Netherlands, overseeing communication networks across nine European countries. Spencer, who has a master's degree in business administration, now oversees the cost, scheduling and quality of four branches of technicians who overhaul and test electronics components for electronics vans and shelters. What he enjoys most about his new role in the Army is being able to interact with Tobyhanna employees on a daily basis to continue to be a voice for the warfighter.

Lauren Greene, a mechanical engineer at Tobyhanna Army Depot, Pennsylvania, works on overhauls of ground systems, like the



Trailer Mounted Support System and Advanced Medium Mobile Power Sources trailers. Greene began her career four years ago at General Dynamics Electric Boat, supporting the propulsion, weapons and nuclear power plant systems of nuclear submarines. She decided to become a mechanical engineer after a teacher noted her interest in math and physics and encouraged her to seek that career.

JOINT MUNITIONS COMMAND (JMC)

Meghan McAndrew is a Human Resources (HR) program specialist at JMC. In her HR capacity, McAndrew is involved with career management and leadership, assisting to develop and sustain several projects promoting leadership and development within the command. She also serves as the Sexual Harassment Assault Response Prevention (SHARP) Sexual Assault Response Coordinator for JMC headquarters. She provides SHARP program direction and guidance to all personnel concerning reporting procedures, confidentiality, training, safety tips and resources, as well as creating an overall climate of dignity and respect within the JMC workforce.



Stoney Ross serves as a JMC Equal Employment Opportunity (EEO) specialist. In his position, he provides technical guidance, direction, advice



and assistance to headquarters and installation personnel regarding EEO program matters. He also conducts on-site visits to evaluate, assist and recommend improvements to EEO programs. In addition, he develops and executes JMC's Affirmative Employment Program Plan based on analysis of demographic shortfalls and identifies proper resources as required to enable achievement of measurable progress.

U.S. ARMY RESEARCH, DEVELOPMENT AND ENGINEERING COMMAND (RDECOM)

Autumn Kulaga is a biomedical illustrator at Army Research Laboratory in Maryland. She uses CT scans to create a variety of 2-D



and 3-D medical illustrations and animations, other graphic designs, data visualizations and 3-D models. All of these are used to clearly and succinctly communicate and visualize sustained injuries. "I have always gravitated toward art and science," Kulaga said. "To me these subjects are symbiotic, and therefore medical illustration seemed like a great path forward for my career. Not only does this let me use my creative talents on a daily basis, but I am constantly learning new material as I become involved in different projects."

Charlie Miller is a supervisory electronics engineer currently serving as acting director of the Communications-Electronics Research,



Development and Engineering Center (CERDEC) Command, Power & Integration (CP&I) Directorate. During 2014, Miller served as the division chief of the Computing Platforms Division (CPD), CP&I Directorate. His responsibilities include technical management, as well as organizational/resource management and coordination of daily operations for the division's 67 government employees and 15 contractor personnel. Miller's unique and expert insight into recognizing the critical importance of Positioning, Navigation and Timing (PNT) as a critical cross-cutting capability coupled with the drive and determination to grow CERDEC's PNT program resulted in a timely capability, equipped to meet the Army's current needs.

Steve Olevnik, a 30-year Navy veteran, has worked in the automotive industry 15 years and is now at the U.S. Army Tank-Automotive



Research, Development and Engineering Center (TARDEC). "I've been able to help the Army by utilizing my understanding of the military, my automotive engineering background and MBA to improve efficiency in Ground Vehicle Systems Research and Development in a time of federal budget pressure," Olevnik said. His major role in external engagement has been to help TARDEC work better with industry, academia and other government partners, such as introducing a gated technology

development process in collaboration with 3M, working closely with original equipment manufacturers to develop partnerships to test emerging technologies and improving communication with small businesses.

MILITARY SURFACE DEPLOYMENT AND DISTRIBUTION COMMAND (SDDC)

Thaddeus Faxon, traffic management specialist, books cargo for the operations section of SDDC's 599th Transportation Brigade at



Wheeler Army Airfield, Hawaii. Although he began working at the 599th in 1997, he has divided his time between the brigade headquarters in Hawaii and its subordinate battalion, the 836th Transportation Battalion, in Yokohama, Japan. Faxon retired from the Air Force in 1994, where he worked as a transportation specialist for 24 years.

Kristine Sports, a supervisory transportation operations specialist with the 841st Transportation Battalion in Charleston, South



Carolina, was presented the Ancient Order of Saint Christopher Medal by former SDDC commanding general, retired Lt. Gen. Kathleen Gainey. The medal is an honorary Transportation Corps Regiment award presented to individuals whose achievements have made a significant impact within the field of transportation. Sports has worked at SDDC 27 years.



ARSENAL OF THE BRAVE

U.S. ARMY TANK-AUTOMOTIVE AND ARMAMENTS COMMAND (TACOM)

Annette Lozen is an industrial base manager in the TACOM Integrated Logistics Support Center's Industrial Base Operations Directorate. She was recognized



as the 2015 Association of the United States Army (AUSA) Civilian of the Year. Lozen was honored with the AUSA Joseph P. Cribbins Award, which acknowledges an individual with exemplary service, leadership and contributions to the U.S. Army, AUSA and the community. *"I am sincerely grateful to my leadership for nominating me,"* Lozen said. *"I am grateful for their nomination, especially knowing that I work every day with TACOM teammates who perform at an exemplary level both within TACOM and in the community."*

Stephanie Palembas-Liess is a team leader in the TACOM G-3 Operations Center. She has risen through the TACOM ranks as a battle captain



while managing a dual career in the Michigan Air National Guard. During her military career, Palembas-Liess progressed through the enlisted ranks to E-7 and then completed the Officer Commissioning Program and is currently serving as a first lieutenant in the 127th Wing Intelligence Office at Selfridge Air National Guard Base.

Frank Taylor, Watervliet Arsenal New York, shies away from any accolades of his skills, but as the senior machinist, he is widely revered as the



most knowledgeable at the arsenal today. Taylor, who has worked at Watervliet for about 40 years, is a master of legacy machines, preferring not to work on computer-controlled machines. Taylor said his fondest memory of his Army career comes from having worked on the prototype team that manufactured the first 120 mm cannon system.

U.S. ARMY SECURITY ASSISTANCE COMMAND (USASAC)

Sgt. 1st Class Rodney J. Kendrick, a Human Resources specialist, currently serves as the G-1 senior Human Resources



non-commissioned officer for USASAC. Kendrick supports the USASAC mission by managing the force, personnel accountability, military strength reporting and more. He is currently engaged in transitioning Facilities Security Forces-Training Advisor Group under USASAC's administrative control. This is a significant transformation for one of the U.S. Army's critical security assistance cooperation programs. *"The thing I enjoy the most about USASAC is the challenge,"* Kendrick said. *"It is surprisingly different than conventional Army units, so it creates significantly different situations."*

Clay "Crawdad" Crawford is in charge of Industry Engagements and Co-Production Programs for USASAC. His duties include synchronizing



meetings between U.S. industry and USASAC leadership to ensure open communication, mitigate challenges and help build partner nation capacity. To date, he has coordinated more than 100 industry engagements covering multiple venues that include trade shows, AUSA events and industry days. Crawford, a retired Air Force pilot and security cooperations officer, enjoys that his role at USASAC furthers vital security assistance relationships and has a positive impact on national security. He said his proudest personal accomplishment is *"raising four great kids and having five wonderful granddaughters; yes, all girls!"* He said he is also proud of earning his pilot wings, having a successful and safe flying career during his 24 years in the Air Force and receiving honorary command pilot wings from the commanding general of the Philippine Air Force.



'READINESS AT POINT OF NEED' DEFINES AMCOM'S SUPPORT TO SOLDIERS

By Kari Hawkins, AMCOM Public Affairs

This helicopter was among two Chinooks from 1st Battalion, 52nd Aviation Regiment that flew to Kodiak, Alaska, on a mission to help the grounded oil rig Kulluk by hauling equipment to and from the rig. The Aviation and Missile Command Logistics Center (ALC) prides itself in assisting units to meet their calls to duty whether at home or abroad. ALC remains ever vigilant to meet current and future requirements. (U.S. Army photo)

For every Army helicopter that flies in defense of the nation, for every Army missile launched against an adversary, the U.S. Aviation and Missile Command's (AMCOM) presence is felt.

When the mission involves aviation and missile readiness – and it does every day, anywhere in the world – the organization that Soldiers turn to for support is AMCOM, headquartered at Redstone Arsenal, Alabama. The command is charged with maintaining and sustaining aviation and missile systems in the Army's inventory, and it does so with a team of employees who use management initiatives, software technology and in-depth experience to get the job done.

AMCOM employees throughout the world live their organization's slogan – "Readiness at the Point of Need" – by ensuring the Army's aviators and air defenders have the spare parts, training, tools and support to keep helicopters flying and missiles on the ready. Many of these efforts are focused within the AMCOM Logistics Center (ALC).

"Our overall mission is providing aviation and missile parts to the field based on demand," said John Smith, acting director of the ALC. "The Army can't fight without support from the U.S. Army Materiel Command and, more particularly, aviation and missile units cannot fight without dedicated support from AMCOM. Providing parts and technical capabilities along with support and design are essential components to readiness in a combat environment."

AMCOM works diligently to keep Army aircraft flying no matter what the mission.

"Today, because of the dedicated efforts of our employees, we have drastically reduced the number of aircraft down at any one time due to parts," Smith said. "Right now, only 4 percent of the time an aircraft is down is related to parts. That compares well with the Army standard of 10 percent. Downtime related to spare parts is the lowest it's been in decades."

That's significant in light of the sheer number of spare parts – around 26,000 – managed by AMCOM. The value of that inventory stands at \$9 billion, with



Six UH-60 Black Hawk helicopters wait to be loaded onto an ocean-going barge at the Port of Savannah in Georgia, bound for South America. The aircraft was purchased through AMCOM's foreign military sales organization known as the Security Assistance Management Directorate. A team of AMCOM employees at the Savannah port ensure the Black Hawks are prepared properly for shipment. (U.S. Army photo)

Maintenance contracts managed by AMCOM cover an array of support requirements, providing worldwide flexibility and expansion options. AFMD manages these efforts to

ensure all required aviation maintenance tasks are covered. This includes staging the aircraft, placing them into movement configuration and loading them onto ships at the embarkation point. Then, disembarking and transporting the aircraft from port to airfield in theater, and off-loading and ensuring the aircraft is returned to flyable status.

"We provide extensive field level maintenance support while the combat aviation brigade is in theater, as well, so that we can keep our aircraft on mission," Burns said. "Cracks, corrosion, things happen to aircraft that are pushed hard in theater. If a helicopter sustains bullet holes, gets dented or needs scheduled maintenance, we can almost always fix that in the field. But if it has significant damage and the whole aircraft is beat up, then it may have to come back to the depot (at Corpus Christi, Texas) for extensive repairs."

With a large number of aircraft deployed in theater at any one time, a wide range of scheduled and unscheduled maintenance tasks are carried out, said Burns. Special attention is given to those helicopters that remain in theater for multiple deployments as part of the Department of the Army's sourcing plan. AMCOM's job is to ensure airworthiness and capability during multiple rotations.

Toward the end of a deployment, AMCOM employees will assess all aircraft in preparation for their return to their home base, and then go through the process of preparing them for shipment. Once home, AMCOM employees work with Soldiers to sustain their helicopters for the next mission.

"In theater, impacted by drawdown, there is heavy reliance on contractor supported aviation maintenance managed by AMCOM. Our goal is to augment maintenance support to Soldiers so they can focus on their warfighter tasks," Burns said. "Once back at their home station, Soldiers resume aircraft maintenance with AMCOM employees there for what we call 'pass back,' which is when Soldiers call in civilians to handle maintenance or repairs that exceed their capabilities or timelines."

The maintenance support provided by AMCOM contract employees also extends into the secondary

\$3 billion worth of spare parts delivered to aviation and missile units annually.

"The lack of parts is not affecting Army readiness. AMCOM is doing such a good job in providing parts to the field that supplying parts impacts readiness to the least extent ever," Smith said. "But it's one thing to provide parts. It's another thing to optimize the life span of the parts we provide. By doing this, we greatly reduce cost and the burden on maintainers."

The ALC relies on several initiatives to deliver on the optimization of spare parts.

"We focus on reliability, availability and maintainability so parts stay on wings longer and on missiles longer," Smith said. "Readiness saves Soldier time and unit costs. If I can expand the length of time a part stays on a system, that increases readiness and saves costs while also ensuring the reliability and safety of an aviation or missile system."

By increasing aviation and missile readiness, AMCOM is providing direct support to the Army's Sustainable Readiness Model, which aims to ensure Soldiers and units maintain a viable and credible deterrence capability while meeting enduring requirements. AMCOM assists with aviation maintenance at U.S. installations, its contract employees working side-by-side with Soldiers to sustain the aviation fleet. But AMCOM's presence is most recognized in theater, primarily in Afghanistan, Iraq and Kuwait, where a civilian workforce is needed to provide aviation maintenance for several different Army units.

In the world of aviation, in particular, Soldier readiness involves several ALC directorates, including the Aviation Field Maintenance Directorate (AFMD).

"We manage contracts around the world to support aviation maintenance," said Sammy Burns, AFMD associate director. "We touch aircraft all the way through the process. We support everything from normal training requirements, to preparing aircraft for deployments, to configuring aircraft for shipment. We have contracts within each of our regions around the world that are expandable and flexible to meet the requirements of the Army."

mission known as reset, which restores mission-weary helicopters to a fully mission capable level of readiness.

"It is designed to reverse the adverse effects of aircraft deploying to stressful environments," Burns said.

With the aviation mission in Southwest Asia on the downturn, the amount of aviation reset is also decreasing. At the height of the Global War on Terrorism, AMCOM reset some 400 to 600 aircraft a year with more than 5,000 aircraft reset during 11 years of combat. Currently, about 125 aircraft a year go through reset.

"Our field sites are proud to tell you that they can execute the workload," said Burns. "When we have the right skills and experience at our field sites, then we save Soldier lives and aircraft. Being able to provide quality maintenance in the field keeps us from taking aircraft away from the mission."

To that end, AMCOM must also look to the future to ensure in-theater maintenance capabilities evolve with Army requirements.

"While our contractors do this work for us in the field, at AMCOM headquarters, we are managing the workload, looking at the entire picture of Army requirements, and making sure we meet those requirements for every combat aviation brigade that is deploying," Burns said.

Besides providing maintenance and supplying parts, ALC is also focused on enhancing Soldier ability to repair parts by providing them with training and tech manuals.

"It's important for us to help ensure every Soldier does the task right to enhance readiness and safety," Smith said.

Smith explained that ALC and its divisions rely on a workforce of 2,000 employees, software technology like the Logistics Modernization Program and contractor support at its field maintenance sites to make a difference for Soldiers.

"We utilize emerging technologies," Smith said. "Everything is synchronized so we can provide readiness to the field when they need it, and so we can build our stock and anticipate emerging requirements. All of our employees are involved in readiness. They are supporting readiness in some segment of the life cycle." 🇺🇸

The U.S. Army Aviation and Missile Command (AMCOM), a subordinate of the U.S. Army Materiel Command, develops, acquires, fields and sustains aviation, missile and unmanned vehicle systems. As a life cycle management command, AMCOM assures aviation and missile readiness with seamless transition to combat operations.



Two Soldiers perform a daily inspection of their aircraft in preparation for the day's mission schedule. The Aviation and Missile Command's Aviation Field Maintenance Directorate provides Combat Aviation Brigade Support by assisting the unit with any pass back maintenance tasks. (U.S. Army photo)



FIELDING AND TRAINING

TO ENSURE SOLDIERS HAVE WHAT THEY NEED

By Don Jarosz, TACOM Public Affairs

Soldiers are taught the Soldier's Creed during basic training and recite it at ceremonies throughout their careers. The creed reflects a set of Army values by which all Soldiers live: loyalty, duty, respect, selfless service, honor, integrity and personal courage. Part of that creed states, "I always maintain my arms, my equipment and myself."

The U.S. Army Tank-automotive and Armaments Command (TACOM) takes this line seriously to do its part in the fielding, training and maintaining of what a Soldier needs.

"We feel that the fielding and training of our equipment impacts our Soldiers in a big way," said Col. Jeffrey Vieira, acting executive director, TACOM Integrated Logistics Support Center (ILSC). "In order to be ready to engage an enemy, Soldiers need to have all the support systems in place and must be properly trained on how to operate and maintain their new equipment."

After an organization receives new equipment, TACOM fielding personnel prepare the systems for

operation and ensure the unit receives all the parts and other items they need to keep the systems going for a period of time, usually from six months to a year. TACOM training personnel give the Soldiers their initial transfer of knowledge from the materiel developer to the unit. After this process, Soldiers are ready to use their new equipment.

FIELDING AND TRAINING

TACOM ILSC's Materiel Fielding and Training (MF&T) Directorate is a key element of the integrated logistics support during the acquisition and deployment of program-managed weapons and support systems. The MF&T mission is to manage and coordinate the Total Package Fielding (TPF) and New Equipment Training (NET) for the program managers (PMs).

The TACOM MF&T currently provides fielding and training support on everything from the Abrams tank to the Zodiac boat – about 100 different systems managed by more than 20 PMs.

"This is no easy task. We have a workforce of more than 400 Soldiers and Department of the Army Civilians stationed in 15 locations," said Anna Morris, MF&T director. "These road warriors travel to every state and a multitude of countries around the globe to field and train equipment. During Fiscal Year 2015, we conducted about 1,500 events, where we fielded more than 1.4 million items."

TACOM fielders integrate the new equipment into the Army's inventory and in the standard maintenance and supply systems. Trainers give the unit commander initial operational capability with their new equipment. Once the fielding and training is completed, the unit can begin using their new equipment for training or to deploy into battle.

The TPF identifies, procures and provides the items warfighters need to operate, support and maintain their new systems after fielding has been completed.

"The fielding and training process is similar to your experience buying a new car," explained Joe Horvath,

MF&T operations group leader. "The salesman will show you the features of the vehicle, and when you buy the car, you get an owner's manual, spare tire and a jack. Similarly, the gaining unit receives the end item, along with all the other items necessary to support their new equipment and anything else determined by the fielding manager and logistician needed to fully use the equipment."

When vehicles and equipment are produced at the manufacturer, they are kept in a preserved state so they can be stored for a period of time until the gaining units can arrange a coordinated date to receive their new equipment.

"We ensure that everything is shrink wrapped and exposed metals are covered with a corrosion preventative, and the engine, transmission, axles and road wheels are filled with special lubricants so the equipment can be stored for a long time with no deterioration," said Horvath.

The fielding manager builds the package by procuring all the items necessary for the unit to



OPPOSITE PAGE: TACOM personnel conduct fielding events for Abrams tanks.

RIGHT: TACOM trainers hold a dry support bridge training class. (U.S. Army photos)



TACOM Master Sgt. Arthur Benefield works with a Fort Benning, Georgia, Soldier to help field 5K Light Capability Rough Terrain forklifts. (U.S. Army photo)

support the new equipment after they receive it, hence the name "Total Package Fielding." Items for the package come from many different sources. These items are shipped to a common location to build the package where the fielding team crates and packages everything together so it can be shipped to the unit all at once.

Once a gaining unit coordinates an available date with the fielding manager, the equipment is shipped along with the entire package. The fielding teams go to the point of delivery at the unit and assemble the new system so it can be used, an effort called deprocessing. After the deprocessing is done, the equipment can be used to train Soldiers.

The NET is the initial transfer of knowledge from the materiel developer, or PM, to the unit.

"This is the first time the Soldiers in the unit would have seen this new equipment, so it's important that they be properly trained to operate and repair it," Horvath said. "The mission of the NET is to provide familiarization of the vehicle systems that are new and unique to the Army. Training classes may be from a few hours to many weeks in length depending on the complexity of the system being fielded."

Once training is complete and the vehicles and equipment are operational, the

fielding manager, logistician or PM conducts the hand-off or transfer of ownership of the new equipment to the gaining unit through the Property Book Unit Enhanced. At this point, the warfighter in the unit is ready to use their new equipment in battle.

CHANGES DURING FIELDING AND TRAINING

The MF&T Directorate embraces advancements in technology to present training to Soldiers. Many vehicles and systems leverage Computer Based Interactive Training (CBIT) or DVDs to support or enhance the NET.

TACOM maintains a website that serves as a library for training information. The site is a repository of training materials that can be accessed by Soldiers and their support elements worldwide. The site allows downloads of training material for specific TACOM-managed vehicles and equipment. Soldiers can also download electronic versions of material, videos and CBIT information.

TACOM has been in the forefront of supporting efforts and maintaining Soldier readiness in Kuwait, Iraq and Afghanistan, primarily for the common remotely operated weapon station. Personnel rotate on 179-day assignments at strategic base locations in theater and provide direct support to the warfighting units stationed there.

Even in the face of political and unstable environments, budget reductions and unforeseen contingencies emerging around the world that drive distribution or redistribution of equipment at a moment's notice, TACOM provides readiness. Though it may not be planned, the MF&T remains flexible and always ready to provide support regardless of where it is needed.

"Our mission to provide fielding, technical support and training support for the Soldiers continues by doing what it takes to meet their needs," said Vieira. ♡



UPGRADING COMMUNICATIONS SYSTEMS FOR WARFIGHTER READINESS

By Anthony Ricchiuzzi,
Tobyhanna Army Depot

Soldiers of Fires Squadron, 2nd Cavalry Regiment, install communication cables to a tactical satellite uplink to establish communications during exercise Saber Junction 15. Keeping essential communications and electronics systems, such as satellite systems, functioning at the highest level is a priority for the workforce at Tobyhanna Army Depot in Pennsylvania. (U.S. Army photo by Spc. John Cress Jr.)

More than 3,000 Army civilians at Tobyhanna Army Depot in Pennsylvania understand that readiness for the warfighter is paramount. American warfighters do not have the luxury of waiting when duty calls. Like the Minutemen who could respond almost instantly to threats during America's founding years, the service men and women of the Army must be ready to go at a moment's notice to defend the nation and render assistance anywhere in the world.

Tobyhanna Army Depot provides an important piece of that readiness, said Depot Commander Col. Gregory Peterson. The depot's technicians, engineers and logisticians are recognized leaders in providing world-class support for command, control, communications, computers, intelligence, surveillance and reconnaissance (C4ISR) systems across the Department of Defense. Tobyhanna's

corporate philosophy and business model, dedicated workforce and electronics expertise ensure the depot is the joint C4ISR provider of choice for all branches of the Armed Forces and industry partners.

A key function for maintaining readiness is keeping essential communications and electronics systems and components functioning at the highest level. Two such upgrade missions involve worldwide satellite communications and the detection and defeat of Improvised Explosive Devices (IEDs).

WORLDWIDE SATELLITE COMMUNICATIONS ENHANCED

Tobyhanna technicians and engineers are working with the U.S. Army Communications-Electronics Command's Logistics Readiness Center (LRC) to upgrade the AN/TSC-93 Lynx satellite terminal.

The U.S. Army Tank-automotive and Armaments Command (TACOM), a subordinate organization of the U.S. Army Materiel Command, integrates Army acquisition, logistics and technology responsibilities, authorities and processes to enable a closer relationship among all its partner organizations that develop, acquire and sustain the capabilities provided by ground and Soldier systems around the world. TACOM's mission is to provide and sustain mobility, lethality and survivability for Soldiers, other services and allies through ground combat, automotive, marine and armaments technologies. Headquartered in Warren, Michigan, with a workforce of around 19,000 worldwide, TACOM supports more than 2,000 fielded systems and more than 34,000 components that make those systems work.

The Lynx is a tactical satellite system that provides a secure and interoperable communications terminal serving a wide range of DOD applications. The latest model, the E-Model Lynx upgrade, extends the service life until 2025.

Lynx provides the warfighter with optional point-to-point or multi-point tracking facilities. Working through the Defense Satellite Communications System satellites, either short- or long-range communications can be quickly established without mid-point repeaters or extensive site preparation.

Depot and LRC personnel developed a prototype addition of a secure/non-secure antenna for the Lynx. Working under the direction of the Service Life Extension Program office, this prototype added new simultaneous transmit and receive capability to the system through new hardware and software.

"We also reconfigured the factory modems to increase band rate significantly," said Electronics Mechanic Dennis Thorne, Satellite Communications Branch.

The upgrade allows the terminal to transmit and receive more than 100 megabits per second operating over three different satellites simultaneously. Users no longer have to use a serial interface, significantly increasing efficiency, said John Nicholoff, chief of Tobyhanna's Tactical Satellite Systems Section.

The Lynx terminal has two tactical fiber optic cable assembly connections and seven Ethernet connections to support Internet Protocol and fiber interfaces. New ports were added on the signal entry panel to support multiple interfaces.

Soldiers can now connect routers, switches and serial

devices directly to the Lynx terminal through different types of cable, including Ethernet and fiber optic, simultaneously. This gives each unit different paths with multiple inputs through the Lynx terminal supporting five signal types, which Nicholoff noted is unprecedented in satellite communications.

The current configuration using the AS-3036 Antenna or Lightweight High Gain Antenna, along with the optional addition of a secure/non-secure Internet access antenna, allows users to have simultaneous dual band capability.

"We also added four L-band ports, two for transmission and two to receive, so the terminal can support two additional antennas, one Lynx Ka-band and one for any other that the customer needs," Thorne said.

Based on the configuration used within the terminal, each antenna is capable of transmitting and receiving at a much faster rate.

The Lynx prototype was tested in the Pacific earlier this year during a training exercise.

"A command post was connected to a Joint Network Node (JNN) which used a Lynx and a Satellite Transportable Terminal," Thorne said. "The Soldiers were very happy with the results, saying communications were much improved."

Thorne said it was a challenge to get higher bandwidth capability to allow direct connection to the JNN, but Tobyhanna and the LRC managed

to produce a satellite communications terminal with faster and more reliable data transmission that increases warfighter readiness and capability to fight the nation's wars.

"When this is fielded, we agree with the LRC that Soldiers will have a satellite communications terminal that is more capable than any other tactical terminal," Nicholoff said.

COUNTER-IED SYSTEM UPGRADED

Tobyhanna technicians answered the challenge posed by the Product Director-Electronic Attack requesting a software upgrade and new testing for AN/ULQ-35 Counter-Improvised Device Electronic Warfare (CREW) Duke systems. The upgrade and testing work was in addition to reset, a program to restore systems that have been in the field to peak operating condition, already being done for systems mounted on Mine Resistant Ambush Protected vehicles. Previously, technicians were resetting more than 50 Duke systems per month. The increase in workload was almost tenfold.

The upgrade significantly improved readiness for Soldiers to counter IEDs in combat zones across Southwest Asia, said Kris Tompkins, chief of the Electronic Warfare Branch.

Duke is a programmable smart jammer. It scans for frequencies that can be used to detonate IEDs and jams them, while ignoring friendly frequencies. The system has four components: a primary unit programmed to scan for certain frequencies; a secondary unit that expands the range of frequencies it can scan; an antenna; and a remote control component.

Tobyhanna Army Depot in Pennsylvania fulfilled a critical deadline to repair, upgrade and test hundreds of AN/ULQ-35 Counter-Improvised Device Electronic Warfare Duke systems. (U.S. Army photo)

"The secondary unit was added because the bad guys started using more frequencies," said Tompkins. "So this workload became a reset and upgrade mission. We had to upgrade the software as well as install new batteries onto the circuit cards – which sounds simple, but involves much more than a swap out – replace broken parts and test each system."

Technicians also had to environmentally test each system to ensure they work in a temperature range of minus 30 to 160 F and can withstand the jolts and vibrations associated with being driven in rough terrain.

As the workload increased rapidly, critical circuit card supply dwindled. Tobyhanna adapted immediately, setting up a circuit card repair line to meet the need for the necessary cards.

"We increased our on-board strength in a couple of months to 93 people from 46," said Mike Verrastro, chief of the Electronic Warfare Section. "Technicians implemented a number of Lean initiatives that streamlined the workflow, allowing us to complete the mission on time and under cost."

The Duke system is the Army's most widely used counter-IED system and protects every Soldier who gets in a vehicle, Tompkins said.

"Soldiers have to be ready to quickly go anywhere in the world," he noted, "and we are very proud of our employees for meeting a difficult deadline while increasing our warfighter readiness." 🇺🇸

Tobyhanna Army Depot designs, manufactures, maintains and overhauls dozens of electronic systems across the Department of Defense and is a recognized leader in providing logistics support for Command, Control, Communications, Computers, Intelligence, Surveillance and Reconnaissance Systems. The depot is a subordinate organization of the U.S. Army Communications-Electronics Life Cycle Management Command, a major subordinate command of the U.S. Army Materiel Command.

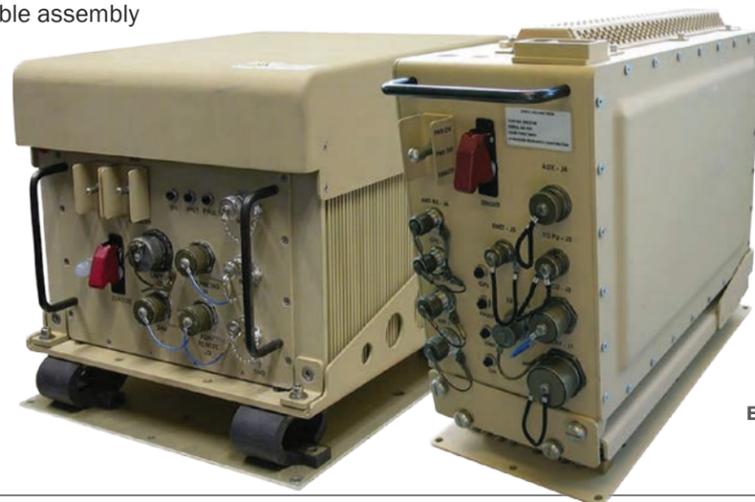


FROM TOP:
Ed Milot, an electronics worker at Tobyhanna Army Depot, tests a circuit card that is part of an AN/ULQ-35 Counter-Improvised Device Electronic Warfare (CREW) Duke system.

Matt Herlihy, an electronics mechanic at Tobyhanna Army Depot, tests a CREW Duke system to make sure it is not affected by signal interference.

Darrin Wright, an electronics mechanic at Tobyhanna Army Depot, screens a CREW Duke system to find faults, which are then corrected.

Dennis Thorne, an electronics mechanic at Tobyhanna Army Depot, removes components of an AN/TSC-93 Lynx satellite terminal to prepare it for upgrade to the AN/TSC-93E version. (U.S. Army photos)



ACROSS THE YEARS



LOGISTICS ASSISTANCE PROGRAM: A Legacy of Soldier Support

By George Eaton, ASC History Office

FOR 50 YEARS, the Logistics Assistance Program (LAP) and its predecessors have provided integral support to units and Soldiers at their home station before, during and after deployments. Some of the most important functions provided include early detection and resolution of logistics-related problems that affect unit and materiel readiness, and logistical assessments to identify and correct systemic problems. This capability has proven instrumental to mission success, both in the past and in today's complex battlefield environments.

ESTABLISHMENT AND EARLY PROGRAMS

Since its establishment during the Revolutionary War, and reconstitution in 1812, the Ordnance Department employed civilians to manage the procurement, research and maintenance of ordnance materiel. Over time, and especially in World War II, the department used civilian technical experts to train Soldiers how to maintain specific pieces of equipment and provide general logistics assistance to combat and support units. Known as Master Mechanics, these civilians taught operation and repair procedures to Soldier operators and Soldier mechanics. Their duties were strictly hardware and equipment oriented. During the early 1950s, the role of Master Mechanics expanded to include teaching, advising and management of supply systems, but the experts were primarily contractors, not Army civilians.

With the establishment of the U.S. Army Materiel Command (AMC) and its subordinate commodity commands in 1962, contractors were replaced with Department of the Army Civilians. Called Maintenance and Supply Technicians, these civilians assumed responsibility for worldwide supply, maintenance and technical assistance and were sent wherever they were needed. To adequately provide support to the field, AMC created Customer Assistance Offices (CAO) in early 1965 in Korea and Europe. CAOs, augmented by the Maintenance and Supply Technicians, were in direct support of the theater Army commander with a mission to resolve non-routine AMC logistical issues and train Soldiers.

Concurrently, AMC realized the need for a similar program on the ground in Vietnam to support the growing war effort. By early 1966, the Vietnam CAO was established and fully operational, bringing civilian experts from the AMC commodity commands in a wide variety of specialties to fill gaps, train and advise Soldier operators in the field.



Civilian technicians train to do work and advise in the field at Rock Island Arsenal, Illinois, in 1943. These civilian technicians who worked on anti-tank weaponry would go to depots or field locations to assist in maintenance.



A 24th Infantry Division tank is loaded on a pontoon barge to be transported across the Naktong River during an offensive by U.S. troops against the North Korean forces in 1950.



U.S. Army Materiel Command logistics professionals have been vital to providing warfighter readiness dating back to the organization's inception during the Vietnam War. (U.S. Army photos)



Elements once they arrived in theater. U.S. Army Sustainment Command, AMC's subordinate organization that manages the LAP program, developed new methods of managing deployments that integrated LAP management and senior leadership with the LARs from the other commodity commands.

Today, the LAP demonstrates true integration of all aspects of AMC in support of units in the fight. ♡

The U.S. Army Sustainment Command Logistics Assistance Program Directorate contributed to this article.

OPPOSITE PAGE, FROM LEFT: A hair dryer is used during blade taping to set adhesive at the Dhahran West Heliport, Eastern Province, Saudi Arabia, during the early days of the Gulf War. (U.S. Army photo by Staff Sgt. Warren G. Causey)

David S. Arnold, Armaments Logistics Assistance Representative deployed from Fort Bragg, North Carolina, provides hands-on training on mounting weapons on a vehicle to Sgt. Maj. Cristian Doltu, a member of the Romanian National Service Element that provides logistics support to Romanian forces at Kandahar Airfield, Afghanistan. (U.S. Army photo by Summer Barkley)

BELOW: A TOW missile team poses with civilian logistics professionals at the Pleiku Air Base in South Vietnam in May 1972. (U.S. Army photo)

LOG CHRONICLES

HIGHLIGHTING THE CONTRIBUTIONS OF LOGISTICS PROFESSIONALS

After serving in the U.S. Army for 22 years, Robert Coffey retired to civilian life in 2004. Since then, he has spent more than a decade with the U.S. Army Sustainment Command (ASC) and the Logistics Assistance Program (LAP). Coffey currently serves as the acting U.S. Army Materiel Command (AMC) LAP director and the ASC Logistics Assistance Division (LAD) chief.



"I am responsible for the plans, policies, program management and execution of the AMC LAP, which consists of more than 1,000 personnel stationed around the world," said Coffey. As the ASC LAD chief, he is also in charge of the day-to-day program management of ASC's LAP efforts with an additional 163 personnel.

Coffey said that AMC and its subordinate commands continue to evolve the concept of materiel readiness for the future warfighter – providing direct support to Brigade Combat Teams (BCTs) at local field training exercises, Combat Training Centers, and daily in the unit's motor pools and organizational areas.

"The LAP continues to play a big part in the readiness of today's Army," he said.

Q: What is the LAP's role in Soldier readiness?

A: We have Logistics Assistance Representatives (LARs) embedded with all active duty BCTs. They are subject matter experts on equipment that the BCTs use every day. We provide over-the-shoulder training when Soldiers are having issues with repairing a piece of equipment, training on correct troubleshooting procedures, guidance on correct removal and installation of parts, and classroom training on equipment. We have 26 skill sets in the LAP – offered by LARs from the AMC subordinate life cycle management commands (LCMCs). We are AMC's first responder to Soldiers in the field for materiel readiness.

Q: How does the Army keep its logistics representatives the best in the world?

A: Our LCMCs have exceptional training programs that are executed using internal and external resources to keep LARs current on all types of models of Army equipment.

Q: How do you see logistics changing in the near future?

A: Over the past decade, Soldiers have relied on Field Service Representatives (FSRs), usually from the Original Equipment Manufacturer, to provide repairs, sustainment support, and repair parts in support of equipment fielded to an Army unit. As budgets continue to shrink, and with the mandated reduction of FSRs, LARs will remain an integral part of coaching, teaching, mentoring and training Soldiers to perform maintenance and repair jobs.

GROWTH AND MODERNIZATION

In 1972, the CAO name was changed to the Logistics Assistance Office (LAO), and the following year, the LAO's role was expanded to include supply support, management of modification work orders and select item management. The demands of logistics support in Vietnam combat led to new methods and the ability to test and refine those methods.

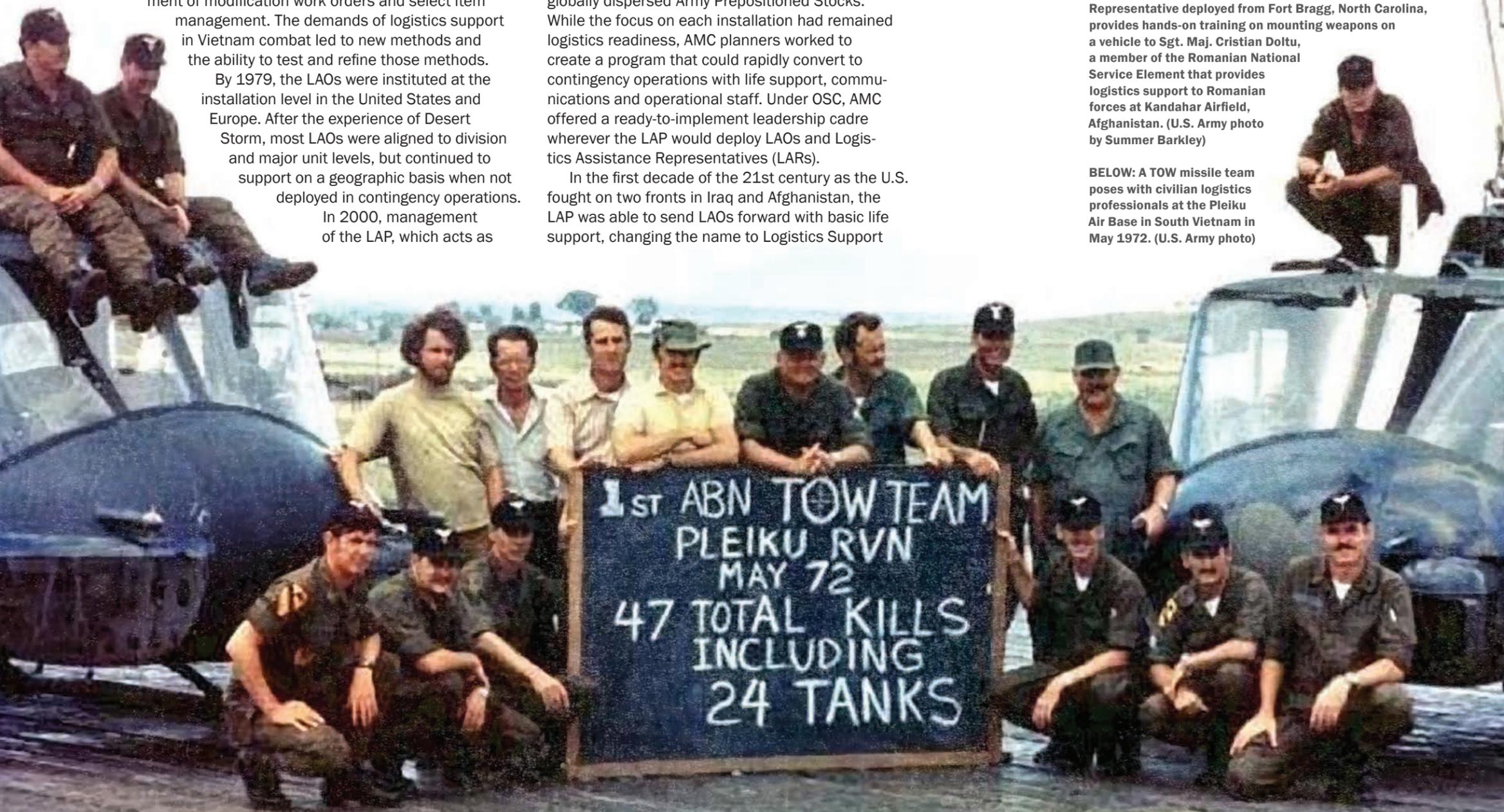
By 1979, the LAOs were instituted at the installation level in the United States and Europe. After the experience of Desert Storm, most LAOs were aligned to division and major unit levels, but continued to

support on a geographic basis when not deployed in contingency operations.

In 2000, management of the LAP, which acts as

the overall program behind the LAOs and their global mission, transferred to the new Operations Support Command (OSC) where it meshed with globally dispersed Army Prepositioned Stocks. While the focus on each installation had remained logistics readiness, AMC planners worked to create a program that could rapidly convert to contingency operations with life support, communications and operational staff. Under OSC, AMC offered a ready-to-implement leadership cadre wherever the LAP would deploy LAOs and Logistics Assistance Representatives (LARs).

In the first decade of the 21st century as the U.S. fought on two fronts in Iraq and Afghanistan, the LAP was able to send LAOs forward with basic life support, changing the name to Logistics Support



JOINT EXERCISE PLAYS KEY ROLE

IN ADVANCING CONTRACTING READINESS



Capt. Masiray Kallay, U.S. Army Contracting Command-Aberdeen Proving Ground, watches an instructor during Warrior Task Training as part of Operational Contract Support Joint Exercise 2015. Contracting exercises such as these and others play an important role in advancing readiness. (U.S. Air Force photo by Tech Sgt. Robert Barnett)

By Col. Joshua Burris, OCSJX-16 Army lead and co-executive director

“We’re simply not going to go to war without contractors,” said Ashton Carter, then-Under Secretary of Defense for Acquisition, Logistics, and Technology, testifying before the Commission on Wartime Contracting in 2011.

Current doctrine recognizes that U.S. Armed Forces, allies, combat support agencies and other U.S. government organizations will not fight the next war or respond to the next humanitarian or natural disaster without commercially sourced support. Joint Publication 4-10, Operational Contract Support (OCS), states that the requirement for OCS is driven by

current manpower limits, technological capabilities within the joint force, and the globalization of logistics that dictate the increased employment of contractors, and consequently, their protection, care, proper oversight and performance management. The publication also states that geographic Combatant Commanders, subordinate joint force commanders and their staffs must be familiar with how to plan for and integrate OCS during military operations. OCS is the path to future mission success.

OCS is the planning and integration of commercially contracted support

into military, interagency and multinational operations. The enhanced readiness, civil-military effects and long-term sustainment capabilities OCS offers are a significant force multiplier, providing multiple options to Army and joint force commanders. With proper planning and oversight, contracted support within a geographic region or theater can create constructive and enduring effects, assist and safeguard people, and manage appropriated funds.

OCS includes the ability to plan, orchestrate and synchronize the provision of contract support integration (CSI), contracting support (CS) and contractor management (CM). These three functions are inextricably linked to achieving favorable operational and acquisition outcomes.

Recognizing the importance of OCS, the Department of Defense funds, and the Joint Staff J-4 sponsors, an annual OCS exercise – Operational Contract Support Joint Exercise (OCSJX). It implements the OCS planning and readiness tenets: CSI, CS and CM.

OCSJX has evolved from U.S. Army Contracting Command’s

(ACC) annual exercise, focused on preparing military contracting officers for deployment, into a joint, interagency and multinational exercise with non-acquisition and acquisition participants.

Mission and Installation Contracting Command (MICC), a subordinate to U.S. Army Materiel Command’s ACC, is leading the exercise planning for OCSJX-16, set for March 21 through April 21 at Fort Bliss, Texas, with support from other service, interagency and multinational partners.

Focused on supporting the warfighter, this year’s exercise uses a U.S. Southern Command (SOUTHCOM) Panama Canal defense scenario. For the first time, a major maneuver warfare command will train on OCS readiness with DOD acquisition professionals, assuring complementary, not additive, training. 1st Armored Division (1AD) will join U.S. Army South, the SOUTHCOM land component command, in exercising the OCS areas of CSI and CM. 1AD’s participation will bring an increased level of OCS training realism to the exercise and provide enhanced OCS-focused individual and collective training opportunities and readiness for Army South, 1AD and their sustainment units.

“OCSJX-16 will introduce 1AD to a new method of minimizing unintended or negative consequences from contracted support,” said Sgt. 1st Class Christopher King, 1AD G-3 air and missile defense battle systems manager. “This increases the effectiveness of government spending and reduces waste.”

During the exercise, elements of Army South and the 1AD staffs,

supported by Defense Logistics Agency’s Joint Contingency Acquisition Support Office, will also form a task force OCS Integration Cell (OCSIC). The OCSIC will coordinate contracted effects and integrate contracted support into commanders’ exercises and operational missions.

The United Kingdom’s Standing Joint Force Headquarters Contractor Capability Coordination Cell will train with the task force OCSIC to further its OCS capabilities, interoperability and readiness. Brazil, Peru, Colombia, Chile and Panama have been invited to send observers to the exercise to develop an understanding of U.S. joint doctrine and improve interoperability.

The joint and coalition nature of the training introduces new concepts, creates an understanding of other service and partner nation OCS doctrine, and helps develop an understanding of the importance of OCS.

“Exercising in the joint environment not only improves our acquisition and non-acquisition OCS skills, but enhances our understanding of how OCS intersects with diverse functions and staff elements to achieve the commander’s intent. Training together will make us all a much more capable force in future missions,” said Col. Robert Widmann, the OCSJX-16 Air Force lead and co-executive director.

With sound OCS planning and interoperability across services, allies, interagency and multinational partners, the commander’s freedom of action and unity of effort are enhanced, the DOD’s operational effectiveness is preserved, and taxpayer money is used wisely. ▼



U.S. Army 1st Lt. Maria Moser shows U.S. Air Force Master Sgt. Gareth Davis and U.S. Army 1st Lt. Katie Whitmore how to fill out checks to fund contracts during Operational Contract Support Joint Exercise 2015. It was the first time members of the Financial Management career field participated in the exercise. The annual event emphasizes Operational Contract Support. (U.S. Air Force photo by Tech. Sgt. Robert Barnett)

The Mission and Installation Contracting Command (MICC) supports Soldiers and their families through the acquisition of goods and services vital to the Soldier’s mission and well-being. Headquartered at Joint Base San Antonio-Fort Sam Houston, Texas, MICC is a subordinate to the U.S. Army Contracting Command (ACC). ACC, a major subordinate command of the U.S. Army Materiel Command, ensures Soldiers have what they need to be successful, from food and clothing to bullets and bombs.



CLOCKWISE FROM LEFT: A Kansas Army National Guardsman shares ideas and advises soldiers with the Armenian Peacekeeping Brigade at a training site near Yerevan, Armenia, in preparation for an evaluation. (U.S. Army photo by Sgt. Zach Sheely)



Sgt. 1st Class Victor Miranda, 232d Medical Battalion at Fort Sam Houston, Texas, trains Armenian students on the Sked Basic Rescue System. Miranda and four other medic instructors traveled to Armenia to provide Health Care Specialist training to 12 Armenian medics. After training, the newly qualified Armenian medics completed a modified Army Basic Instructor Course, which certified them as the initial instructors for the newly formed Armenian Combat Medic School in Yerevan, a first of its kind for the Armenian Armed Forces. (U.S. Army photo by Capt. Chris Hudson)



Capt. Ahmad Bakhshi, a graduate of the MD 530 Afghan Flight School, conducts instruction to pilot candidates enrolled in the current program. The program is part of a Foreign Military Sales case to establish a self-sufficient pilot training program to the Afghan Air Force. (U.S. Army photo by Chief Warrant Officer 2 Anthony F. Custodio)

Master Sgt. Joseph Hissong, from U.S. Army Security Assistance Training Management Organization (USA-SATMO), discusses patrol base operations to an infantry platoon from the Suriname Army. Five Soldiers from USA-SATMO conducted training for the Suriname army as part of a Foreign Military Sales case. (U.S. Army photo by Capt. Chris Hudson)

SECURING READINESS THROUGH PARTNER NATION TRAINING

By Adriane Elliot,
USASAC Public Affairs

At a time when military readiness is threatened by looming budget and personnel cuts, the Army's ability to maintain and improve its preparedness is critical.

The U.S. Army Security Assistance Training Management Organization (USA-SATMO) at Fort Bragg, North Carolina, works daily to contribute to Army readiness and help prevent conflict, shape security environments and win wars while operating as part of a multinational joint force.

USA-SATMO is a U.S. Army Security Assistance Command (USASAC) subordinate organization that deploys security assistance teams to execute security assistance missions outside the continental United States. Its motto is, "Training the World, One Soldier at a Time."

The brigade-equivalent command employs nearly 300 Soldiers, contractors and Department of the Army Civilians who are deployed to 25 countries throughout the year to meet the requirements of the foreign nations requesting training assistance.

"We are a relatively small organization, but we have a pretty big impact with partner nations," said Mark Moen, USA-SATMO's director of Regional Operations.

As a retired Army officer who spent all of his service in Special Forces, Moen said his current position – overseeing and managing the USA-SATMO mission – is a good fit for him. He has been with USA-SATMO for 15 years and draws on two decades of active duty experience, much of which saw him deploy frequently across the globe.

Moen is convinced USA-SATMO's contribution to readiness is absolutely vital to America's Army for many reasons.

"First, if the need arises for us to fight alongside our partner nations, we know that they have the necessary capability and knowledge," he said. "One example is when USASAC sells AH-64E (Apache) helicopters to a partner nation, they are not selling second-string AH-64s, they are selling top-of-the-line equipment, the same equipment we are flying. So when we are operating with them, we know their capabilities and how they fight, and to a certain degree, they know our capabilities.

"Second, as we help build the capacity of our partner nations, it reduces the demand on the U.S. Army by giving us additional resources."

The USA-SATMO mission also better prepares ally nations to fight and win on their own, Moen said, reducing the need for the U.S. Army to enter combat. Reminiscent of the ancient proverb, "Give a man a fish and you feed him for a day; teach a man to fish and you feed him for a lifetime," building partner capacity cannot be understated.

"The idea is that when nations allow internal conflict to grow beyond their ability to contain it, it becomes a much bigger fight. They may not be able to contain it on their own, but when given the tools and knowledge, they can defend their own borders," he said.

Another way USA-SATMO bolsters Army readiness can be found in money and manpower savings. Making their mission affordable for partner nations is key.

"Because we keep things small and are able to deploy light numbers of highly qualified personnel, it doesn't cost our partners a lot of money," said Moen. "A large footprint costs a lot. Just think back on the Iraq war, when we were spending several millions of dollars a day. Many nations just can't afford that."

As for manpower savings, Moen said USA-SATMO's smaller teams means less pull away from the mission at home or where needed.

USA-SATMO's mission has proven successful in developing interoperability between the U.S. military and its partners, and Moen said it is key to the Army's "Prevent, Shape and Win" strategy. However, it is not the simplest of tasks. Botched diplomacy can make relationships problematic.

"It is imperative that we have the right people out there conducting this business," he said. "Good people understand the impact of their actions, and bad actions will bring about bad results."

Negative impressions can set back relations with international partners.

"We are fortunate that our team members are good at what they do and take into consideration cultural sensitivities and limitations. They have to," he said. "In many cases, the few USA-SATMO personnel we deploy are the only contact foreign allies will have with the U.S. government."

USA-SATMO small security assistance teams are, in essence, U.S. Army diplomats strengthening U.S. global partnerships, Moen explained. The organization has a great and well-earned reputation abroad.

"And we will continue to do what we do – 'Training the World, One Soldier at a Time.' I see nothing but growth and improvement in our future," he said. 🇺🇸

The U.S. Army Security Assistance Command (USASAC) is responsible for managing security assistance programs and Foreign Military Sales for the Army. USASAC is a subordinate command to the U.S. Army Materiel Command (AMC). With support from AMC, DOD agencies and U.S. industry, the command provides materiel, training, education and other services to help 145 ally countries and multinational organizations strengthen their defensive capabilities, deter aggression, achieve regional stability and promote democratic values.

BATTLE TECH

MATERIEL READINESS FOR TOMORROW'S WARFIGHTER

AMC experts have developed game-changing technology to provide the decisive edge to today's forces and ensure the Army's advantage well into the future. BattleTech provides a look at some of the amazing technology being used in the command today.

ARMY RESEARCHING GROWING PRODUCE AT SEA

Researchers at the U.S. Army Natick Soldier Research, Development and Engineering Center (NSRDEC) in Massachusetts are exploring the capability of growing produce at sea using hydroponic technology. The year-long project began with efforts to grow lettuce in a climate controlled 40-by-8-foot hydroponic farm inside a repurposed former refrigerated shipping container. Researchers are experimenting with all varieties of vegetables to see what can be produced, with the end result being to provide a technical report detailing the test results of the equipment, its possibilities and limitations.



Lettuce grows in towers illuminated by LED lights inside a repurposed former refrigerated shipping container behind the Combat Feeding Directorate at NSRDEC. (U.S. Army photo by Michael Stepien)

NEW PROPELLING CHARGE REDUCES USE OF TOXIC SUBSTANCES

Engineers at Picatinny Arsenal, New Jersey, are developing a new propelling charge for the family of 105 mm artillery cartridges that eliminates the use of lead and other toxic substances present in the current charge, making it safer. The current charge exposes warfighters to lead in the form of lead foil flaking prior to firing, along with exposure to lead liquid and particulates in the air after the propelling charge is fired. The lead is important because it chemically removes copper that is deposited on the gun tube when the round is fired. The Picatinny project team was able to replace the lead with the better-working non-toxic Bismuth. Environmentally friendly ingredients are also being used to replace several legacy plasticizers and stabilizers in current M1 propellant. The program's goal is to eliminate lead from the manufacturing process by 2017. The proposed change in propellant charge for 105 mm programs is intended to offer no impact on logistics, operational effectiveness or need for additional training.



Soldiers fire a 105 mm round with an M119 light-tow howitzer during live-fire training on Combat Outpost Monti in Kunar province, Afghanistan. Engineers at Picatinny Arsenal are developing a new propelling charge for the family of 105 mm artillery cartridges that are safer for the warfighter by eliminating the use of lead and other toxic substances present in the current charge. (U.S. Army photo)

PARTNERSHIP IMPROVES BATTERY RESEARCH

The U.S. and Japanese militaries are improving combat vehicle battery research through a partnership built on a mutual interest in improved battery performance, reduced weight, and lower sustainment and logistics costs. With a recent one-for-one exchange of U.S. and Japanese engineers, the countries are gaining knowledge by working alongside their counterparts. David Skalny, a computer engineer with the U.S. Army Tank Automotive Research, Development and Engineering Center (TARDEC) in Michigan, worked in Japan's Ground Systems



Research Center from August 2014 to June 2015 as a participant in the Engineer and Scientist Exchange Program. He worked with Dr. Yoichi Takeda, who is contributing to TARDEC in battery-pack simulation, which can evaluate battery capability and life span for manned and unmanned vehicle platforms. Moving from conventional low-voltage lead-acid batteries to lithium-ion batteries will lead to several benefits for the Army, most prominently with weight savings and life cycle.

David Skalny, a computer engineer with the U.S. Army Tank Automotive Research, Development and Engineering Center, and Japanese researcher Dr. Yoichi Takeda work on a lithium-ion battery during a temperature stability test of the battery environmental chamber at the Japanese Ground Systems Research Center. (U.S. Army photo)

TEAMING EFFORTS EXPLORE AUTONOMOUS CAPABILITIES

Engineers from the U.S. Army Communications-Electronics Research, Development and Engineering Center (CERDEC)-Technology Enhancements in Autonomous Machines group (C-TEAM) recently demonstrated autonomous robots as part of a teaming effort to evolve interactions between Soldiers and autonomous systems. Chuck Shoemaker, lead for autonomous systems at CERDEC, said the demonstration showed how a commander can leverage unmanned ground vehicles (UGVs) to create beyond line-of-sight communications, task the UGVs to execute a mission, leverage the UGV sensors for situational awareness, and get eyes-on-target for engaging enemies from beyond line-of-sight. Autonomous robots are capable of task execution with limited supervision. Through continued efforts from C-TEAM, their capabilities to assist the warfighter continue to advance rapidly.



A Mobile Detection Assessment Response System is used during a CERDEC-Technology Enhancements in Autonomous Machines, or C-TEAM, Robotics Demonstration at Range 1, Joint Base McGuire-Dix-Lakehurst, New Jersey. (U.S. Army photo)

MULTI-MODAL OPTIONS PROVIDE FLEXIBILITY, ENSURE READINESS

By Sarah Garner, SDDC Public Affairs

The Military Surface Deployment and Distribution Command (SDDC) provides global deployment and distribution capabilities to meet the nation's objectives. Inherent in that mission is an enduring responsibility to conduct operations efficiently while also decreasing costs wherever possible. One area where SDDC is realizing both increased mission efficiencies and cost effectiveness is in the selection of how cargo is transported.

For example, it costs about \$10,000 to transport a High Mobility Multipurpose Wheeled Vehicle (commonly known as a Humvee) by surface from the port in Charleston, South Carolina, to Bagram, Afghanistan. The cost of moving that same piece of equipment by air is much higher – about \$32,000. However, while the ocean shipment takes weeks to arrive at its destination, the air shipment can get there in a matter of hours or days.

Both modes of transportation have distinct advantages and disadvantages, and selecting the appropriate transportation mode for shipments involves a number of factors, including cost, transportation availability and required delivery timelines.

To maximize the efficiencies provided by each mode, SDDC uses a concept called multi-modal operations – moving cargo from origin to destination using two or more different modes of transportation – to provide operational flexibility. Multi-modal operations, which balance the cost efficiency of sealift and truck hauling with the speed and reach of airlift, is accomplished through SDDC's Multi-Modal Contract.

The commercial carriers performing under the Multi-Modal Contract provide SDDC with multi-modal capabilities that are essential to moving military equipment and supplies to and from land-locked locations such as Afghanistan. Each move awarded under the contract typically involves the use of trucks, aircraft and ocean vessels to accomplish the total move from origin to destination. More recently, those capabilities facilitated the return of military equipment from Afghanistan to meet critical drawdown schedules. The multi-modal capability continues to be a key enabler for unit



OPPOSITE PAGE AND LEFT: The 842nd Transportation Battalion, from SDDC's 597th Transportation Brigade, orchestrates simultaneous terminal operations at the Port of Beaumont and Port Arthur, Texas, for the loading of unit equipment headed overseas and the off-loading of cargo returning from Afghanistan. (U.S. Army photos by Sarah Garner)

BELOW: A Mine-Resistant Ambush Protected (MRAP) vehicle is loaded onto an Atlas Airlines plane at Bagram Airfield in Afghanistan. (U.S. Air Force photo by Senior Airman Felicia Juenke)



moves and sustainment shipments supporting the U.S. forces remaining in Afghanistan.

The Multi-Modal Contract was designed to employ sealift and airlift carrier partners to maintain U.S. Transportation Command deployment and distribution enterprise readiness levels. Carriers participating in the Civil Reserve Air Fleet (CRAF) and Voluntary Intermodal Sealift Agreement (VISA) are exclusively utilized under the Multi-Modal Contract in return for their commitment to provide additional airlift and sealift capability to DOD during contingencies. This readiness factor not only applies to aircraft and ships but also extends to the personnel, equipment and facilities that support multi-modal operations. Although primarily to support U.S. Central Command, the contract can also be used for global requirements.

From a financial perspective, the Multi-Modal Contract represents an optimized business model, wherein the carrier selects the most advantageous combination of transportation modes and simply provides the government with a price-per-pound quote for the entire move. In most cases, task orders are awarded for each movement requirement to Multi-Modal Contract carriers at rates well below the Not To Exceed rates established at the time of contract award. The contract also employs best practices in the area of carrier entitlement, satisfying the requirements for auditability purposes and meeting all provisions of the DOD Financial Management Regulation.

"Contracting multi-modal movements to CRAF and VISA carriers enables the military to leverage access to existing commercial networks and nodes without having to permanently invest in those enablers," said Col. Andy Peters, SDDC deputy commander. "It would be far more expensive if we resourced multi-modal movements using purely military assets."

SDDC maintains contractual oversight of the Multi-Modal Contract, which provides global bidirectional sea-air services. This oversight is accomplished by a network of SDDC contracting officer representatives (CORs) strategically located at each SDDC brigade. CORs are trained and appointed by the contracting officer and serve as the "eyes and ears," helping to ensure that the

carriers provide all required services and meet performance standards in accordance with the contract.

The commercial carriers SDDC contracts with provide 100 percent door-to-door services with the contractors performing the loading and unloading of all conveyances. The contract is made with a single carrier participating in the CRAF or VISA for the entire door-to-door move. That carrier then partners with other carriers to sub-contract modes of transportation outside their specialty.

Despite the challenges of managing air transportation within a framework of traditionally surface-focused systems and processes, SDDC continues to successfully execute multi-modal operations in support of warfighter requirements.

"We've learned a lot over the last five years since the multi-modal option was first realized and put into practice during Operation Enduring Freedom," said U.S. Navy Capt. Aaron Stanley, SDDC's director of operations. "We've worked out the kinks and now have a relatively smooth and efficient multi-modal move process established that has improved both capabilities and readiness." 🇺🇸

The Military Surface Deployment and Distribution Command (SDDC), a subordinate organization of the U.S. Army Materiel Command and Army Service Component Command of the U.S. Transportation Command, delivers world-class, origin-to-destination distribution solutions. Whenever and wherever Soldiers, sailors, airmen, Marines and Coast Guardsmen are deployed, SDDC is involved in planning and executing the surface delivery of their equipment and supplies.



ARMY UNVEILS ONE OF THE WORLD'S TOP 20 SUPERCOMPUTERS

By Dan Lafontaine, RDECOM Public Affairs

The U.S. Army has introduced its newest supercomputer, Excalibur, to help ensure Soldiers have the technological advantage on the battlefield. The Excalibur is the 19th most powerful computer in the world and is housed at the U.S. Army Research Laboratory (ARL) Department of Defense Supercomputing Resource Center (DSRC) in Maryland.

Increased computational capabilities will allow researchers to bring improved communications, data and intelligence to Soldiers in the field, said Maj. Gen. John F. Wharton, commanding general of the U.S. Army Research, Development and Engineering Command.

"The Army Operating Concept discusses innovation and accelerating the speed of technology. The Excalibur will allow us to do that," Wharton said. "The DSRC will set the standard for our nation and Armed Forces as we work into the future. The capability it provides is decisive overmatch for our Army. It gives our Soldiers an advantage when we can tie the tactical network to instantly get data back to the field."

While the Excalibur and other supercomputers are housed at an Army installation, all military services conduct research at the supercomputing facilities.

The Army has nearly 70 years of computing excellence and innovation, dating back to the ENIAC, more formally known as the Electronic Numerical Integrator and Computer. DOD must continue to invest in computing infrastructure

with projects such as Excalibur for the U.S. to remain at the cutting edge, said ARL Director Dr. Thomas Russell.

"ARL has a distinguished history as a national leader in scientific computing. It's been a driving force behind our Armed Forces' success on many battlefields," he said. "Excalibur marks the next step. We must continue to expand this capability. Our computational resources give us the capabilities for the future of the Army. It gives us tools for 2040 and beyond."

More powerful computers will allow the DOD research community to develop solutions to the most difficult technological challenges, said Dr. Raju Namburu, director of the ARL DSRC.

"Excalibur has quickly become one of the most highly demanded and utilized supercomputers in the Department of Defense research community," Namburu said.

Researchers will use the Excalibur to study underbody blasts on combat vehicles, protection of Soldiers in extreme ballistic environments, tactical networks, cybersecurity network modeling and real-time data analytics.

Russell said the Excalibur will improve every military scientific and engineering domain, providing increased readiness across the force.

"Computational science feeds into all our areas of research," Russell said. "Here we are today with computing capability far exceeding anything anyone of us would have ever imagined." ▾



ABOVE: The U.S. Army introduced its newest supercomputer, Excalibur, which will help ensure Soldiers have the technological advantage on the battlefield, officials said. The Excalibur is one of the most powerful computers in the world.

LEFT: Officials gather at the U.S. Army Research Laboratory Department of Defense Supercomputing Resource Center for the Excalibur supercomputer ribbon-cutting ceremony at Aberdeen Proving Ground, Maryland, Oct. 16, 2015. (U.S. Army photos by Conrad Johnson)

The U.S. Army Research, Development and Engineering Command (RDECOM) is the Army's technology leader and largest technology developer. A subordinate of the U.S. Army Materiel Command, RDECOM creates, integrates and delivers technology-enabled solutions to Soldiers. RDECOM's U.S. Army Research Laboratory is the Army's corporate, or central, laboratory. Its diverse assortment of unique facilities and dedicated workforce of government and private sector partners make up the largest source of world-class integrated research and analysis in the Army.



INDUSTRY

PLAYS CRUCIAL ROLE IN ARMY READINESS

By Matt December,
AMC Today contributor

The U.S. Army Materiel Command's (AMC) partners in industry continue to play a key role in providing the warfighter with the best possible equipment for whatever contingency they may face, said Jesse Barber, AMC ombudsman.

"Our industry partners understand the criticality of the Army's mission and the role played by the equipment and services they provide," Barber said. "For them, readiness means delivering the right tools and capabilities at the right time to support the warfighter."

Industry's commitment is to ensure that when Soldiers deploy, they return home safely. Industry takes a lot of pride in the products they produce for warfighters, he added. AMC's established partnerships with industry provide unprecedented capability in their ability to surge and demonstrate flexibility when providing materiel readiness for the warfighter.

"With industry, when they have a production deadline to meet, the motor is already running," Barber said.

AMC can augment that production rate to meet a critical need in the event more equipment is needed.

"We have the ability to help our industry partners with labor, and we have the ability to extend industry's capabilities to the front lines with deployable technicians," Barber said. "We have those relationships in place to give the warfighter what they need at the right time, right place, and in sufficient quantities so they can come home."

U.S. Army Contracting Command (ACC), an AMC subordinate, plays a crucial role in providing readiness

by offering contracting support to industry and Soldiers around the world. As an international business enterprise, ACC executed more than 143,000 actions valued at more than \$54.5 billion in Fiscal Year 2015.

“ WITH INDUSTRY, WHEN THEY HAVE A PRODUCTION DEADLINE TO MEET, THE MOTOR IS ALREADY RUNNING. ”

JESSE BARBER, AMC OMBUDSMAN

The ACC enterprise supports warfighter readiness by contracting with industry for a variety of project and program areas including research and development, weapon systems production, sub-system development, Soldier services, and a diverse range of products and programs.

"We leverage the world's most powerful economic force, 'the free enterprise system,' to bring innovative products and services to America's warfighters," said Maj. Gen. James E. Simpson, commanding general, ACC. "Our relationships with industry are absolutely essential."

Partnerships with small businesses also play a vital role in readiness, providing access to additional innovation that supports Soldiers around the globe, said AMC Commanding General Gen. Dennis L. Via.

Generating more than \$1 trillion annually, small businesses are critical not only to the nation's economy, but also to veterans, who own nearly one of every 10 small businesses in the U.S.

"That's why I consider small business, especially veteran-owned small business, to be such an important sector, and why AMC's engagement with this community is a priority," Via said.

Over the past two years, AMC has obligated more than \$18 billion in contracts to small business, or more than half of the small business dollars spent Army-wide. The command is projected to obligate around \$8 billion in small business contracts for the current fiscal year.

"In this environment of uncertainty, there remains opportunity. AMC is open for business," Via said. ♡



TOP: A 173rd Airborne paratrooper, left, waits with a Canadian paratrooper to board a UH-60 Black Hawk for a jump exercise. The U.S. Army Materiel Command works closely with industry partners to provide U.S. Soldiers and their allies with equipment to be successful in any mission. (U.S. Army photo by Staff Sgt. Brett Miller)

BOTTOM: Soldiers of the 82nd Airborne Division gather their equipment before boarding a CH-47F Chinook in Kandahar Province, Afghanistan. Partnerships with industry allow the Army to provide the right equipment to the warfighter, at the right time, anywhere in the world. (U.S. Army photo by Staff Sgt. Whitney Houston)



“Readiness is why AMC exists.”

– Gen. Dennis L. Via,
AMC Commanding General



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