

AMC TODAY

SUSTAINING THE STRENGTH OF THE NATION

U.S. ARMY MATERIEL COMMAND MAGAZINE

APRIL - JUNE 2015



IN THIS ISSUE:

- SUPPORTING WARFIGHTERS IN A COMPLEX WORLD
- DEVELOPING GAME-CHANGING TECHNOLOGY
- PRODUCING RESULTS THROUGH INDUSTRY PARTNERSHIPS



VANTAGE POINT

GENERAL DENNIS L. VIA
AMC COMMANDING GENERAL

I am proud to introduce the inaugural issue of our command magazine, *AMC Today*. The pages that follow highlight the U.S. Army Materiel Command's (AMC) support to the joint warfighter. From aviation and missile systems to computers and electronics to research and development, the stories of AMC's expansive portfolio show the breadth and depth of our command.

**“WE MUST BE BOLD
AND INNOVATIVE ...”**

The AMC mission is to develop and deliver global readiness solutions to sustain Unified Land Operations – anytime, anywhere. We will continue to be a global logistics command that not only responds to the needs of today's warfighters, but also anticipates the future and provides the advanced equipment and materiel solutions that will ensure our Army remains the most dominant land power force the world has ever known.

After 13 years of war, I know now more than ever that the unsung heroes of our nation's military are the Soldiers, civilians and contractors who execute the monumental effort of equipping and sustaining our forces. Together, we are engaged and responsive to the Combatant Commands, providing

optimal support for an expeditionary, scalable, tailored force with strategically positioned and regionally aligned personnel and equipment.

AMC's highly trained and skilled workforce, nearly 65,000 strong, executes the mission daily with passion, skill and dedication. They are the logistics professionals who sustain the strength of the nation – the Soldier. I am continually impressed by their knowledge and expertise and extremely proud of their personal commitment to ensuring our Soldiers receive the support they need and deserve.

Above all, AMC remains unwavering in our commitment to the Soldier. We are laser-focused on being the premier provider of Army and joint readiness for the men and women who wear the uniform of the best-equipped, best-trained, best-led Army in history. We are dedicated to the success of their mission, the security of our freedoms, and to our Families who support them.

To successfully meet these challenges and capitalize on our opportunities, we must maintain our focus on Soldier and equipment readiness requirements, efficient use of resources, and mitigating risk. We must be bold and innovative, and offer solutions that in the past met resistance. *AMC Today* will strengthen this collaboration and partnership as we share the untold stories of our people and this great organization.

AMC – Sustaining the Strength of the Nation!
Army Strong!

As Soldiers prepare to deploy around the globe, AMC must be equally prepared to develop and deliver solutions to sustain Unified Land Operations anytime, anywhere. (U.S. Army photo)





6

CONTENTS

CURRENT INITIATIVES

- 12 GROUND COMBAT SYSTEMS**
Ongoing support for operations around the world
- 15 COMMUNICATIONS & ELECTRONICS**
Fulfilling a broad mission to keep Soldiers connected
- 18 AVIATION & MISSILE**
Supporting the joint warfighter through aviation and missile readiness
- 24 MUNITIONS**
Operating a nationwide network to keep warfighters firing
- 26 RESEARCH & DEVELOPMENT**
Bringing innovation directly to the battlefield

MISSION SUPPORT

- 32 CONTRACTING**
Buying in any location
- 34 DEPLOYMENT & DISTRIBUTION**
Delivering mission success with precision
- 36 SUSTAINMENT**
Keeping warfighters prepared at all times
- 38 SECURITY ASSISTANCE**
Strengthening global partnerships

FOCUS AREA

- 6 AMC'S SUPPORT TO THE JOINT WARFIGHTER**
Sustaining troops in a complex environment



ON THE COVER: A platoon sergeant attached to the Laghman Provincial Reconstruction Team fires the M249 squad automatic weapon at an off-base firing range near Forward Operating Base Mehtar Lam in Afghanistan. The U.S. Army Materiel Command develops and delivers global readiness solutions to support the Soldier – anytime, anywhere. (U.S. Air Force photo by Staff Sgt. Ryan Crane)



32

COLUMNS

- 1 VANTAGE POINT**
Commentary from AMC's senior leader Gen. Dennis L. Via on this issue's focus
- 4 PERSPECTIVES**
This issue's columnist John B. Nerger, executive deputy to the AMC commanding general, examines the unique role of Army Civilians

FEATURES

- 28 ACROSS THE YEARS**
A contrast of the Vietnam era to today's Army
- 5 AMC BY THE NUMBERS**
Fascinating facts about the command
- 10 AMC NEWS & NOTES**
Notable happenings throughout the command
- 20 ARSENAL OF THE BRAVE**
Meet AMC Soldiers and civilians dedicated to mission success
- 40 BATTLETECH**
Sophisticated technology used across AMC
- 42 PUBLIC-PRIVATE PARTNERSHIPS**
Successful relationships lead to a stronger force

AMC TODAY MAGAZINE

AMC LEADERSHIP

- Gen. Dennis L. Via**
Commanding General
- Command Sgt. Maj. James K. Sims**
Command Sergeant Major
- Lt. Gen. Patricia E. McQuiston**
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AMC Today is an authorized publication to inform and educate members and partners of DOD and the U.S. Army Materiel Command. Contents of AMC Today are not necessarily the official views of, or endorsed by, the U.S. Government or the Department of the Army. The editorial content of this publication is the responsibility of the AMC Public Affairs Office.

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AMC Today welcomes feedback from readers. Feedback can be submitted via email and must include sender's name, phone number and valid email address. Send feedback emails to: usarmy.redstone.usamc.mbx.public-affairs@mail.mil

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PERSPECTIVES

Featuring this issue's guest columnist
JOHN B. NERGER
EXECUTIVE DEPUTY TO THE AMC COMMANDING GENERAL

AMC'S CIVILIANS VITAL TO THE ARMY PROFESSION

The best Army in the world needs the best possible support, and that's what U.S. Army Materiel Command (AMC) civilians deliver. I am tremendously proud to be an AMC civilian because of the hallmark character, competence and commitment of the roughly 60,000 professionals called to serve and support joint warfighters around the globe.

When people think of AMC, they often think of materiel, logistics, transportation, contracting, research and development. Yet our most impressive asset is our people. DOD's joint forces simply would not be ready, lethal and able to meet any threat without AMC's professional civilians. We must not take for granted how vital our civilians are to the Army profession.

Why is this important? AMC civilians hold positions of privilege and trust. It is a privilege to serve in the cause of national security, and it is a sacred trust to support Soldiers who risk everything to support us all. When we hold this to be true, it motivates higher performance and brings personal and professional satisfaction.

Being an Army professional is more than a college degree, training certificate or succession of job experiences. It has everything to do with having an identity, responding to a call to service and being part of a proud, values-based culture. It is who we are and what we stand for – not merely what we do. So when is doing what you're doing for a living more than merely a job? Here are key attributes:

- Character – it starts with being a person of integrity motivated by higher values
- Integrity – when actions reflect higher values ... one's greatest credential
- Values – why you do what you do is foundational to who you are

- Introspection – self-assessment → self-awareness → self-improvement
- Leadership – influencing actions/behaviors
- Innovation – public servants make things better
- Adaptation – prevailing in the face of changing conditions
- Network – using the power of relationships in getting work done

AMC is the largest employer of highly skilled and uniquely qualified civilians in the Department of the Army, from logisticians, scientists and engineers to computer programmers and accountants, from mechanics and welders to machinists. The command's professionals are exceptionally competent, educated and well-trained. AMC is an intellectual powerhouse, employing more than 12,500 scientists and engineers; no organization in the world can match the skills of the thousands of industrial artisans working across AMC. Our civilians work in thousands of different jobs, and they take great pride in their work.

AMC is committed to recruiting, shaping, developing and retaining a multi-skilled workforce, guided by proficient leaders. The command is increasing its investment in interns to build the future workforce and increase a desire to serve. AMC recently initiated a program to hire 1,000 interns each year for the next five years. This aggressive approach will expose a talented emerging workforce to federal employment through paid and unpaid internships.

Difficult and dangerous times demand Army professionals. Never doubt the role of AMC's civilians in making and keeping our Army the best. Never question their role in protecting the lives of America's sons and daughters. Always be grateful for their role in helping to ensure our nation remains a beacon of freedom for all who exist on this planet.

C H A R A C T E R
I N T E G R I T Y
V A L U E S
I N T R O S P E C T I O N
L E A D E R S H I P
I N N O V A T I O N
A D A P T A T I O N
N E T W O R K

AMC BY THE NUMBERS

The mission of AMC is immense: develop and deliver global readiness solutions to sustain Unified Land Operations, anytime, anywhere. Achieving that mission requires coordination, precision and dedication from thousands of military and civilian employees. Here are a just a few of the many numbers that contribute to mission success.

50 STATES WITH AN AMC PRESENCE OR IMPACT

12,656 SCIENTISTS & ENGINEERS

241,511 PIECES OF EQUIPMENT RESET IN FY14

7,550 MECHANICS, ELECTRICIANS & MACHINISTS

ONE CUSTOMER PRIORITY ...
THE JOINT WARFIGHTER

98 BATTALION & BRIGADE COMMANDS

COUNTRIES WITH AN AMC PRESENCE OR IMPACT **145**

81,337 PIECES OF EQUIPMENT TO BE RESET IN FY15

3,898,422 PIECES OF EQUIPMENT RESET SINCE 2003

64,000 DEDICATED AMC EMPLOYEES WORLDWIDE

AMC: SUSTAINING THE JOINT WARFIGHTER IN A COMPLEX WORLD

By AMC Public Affairs



For the U.S. Army Materiel Command (AMC), the bottom line is – and will always be – the Soldier, the command's top leader said. As one of three Army Commands, AMC is responsible for equipping and sustaining Soldiers.

"It is our mission to develop and deliver global readiness solutions to support Unified Land Operations – anytime, anywhere," said Gen. Dennis L. Via, AMC's commanding general. "Providing and delivering readiness is the primary reason AMC exists."

AMC is a global logistics command within the larger Army materiel enterprise responsible for providing advanced equipment and superior materiel solutions to the joint force.

"Our Soldiers deserve – and our nation expects – nothing less," Via said.

The \$50 billion organization supports warfighters through 10 major subordinate commands and four separate reporting activities. From research and development to contracting, acquisition and manufacturing, from supply and distribution to sustainment and resale, AMC touches every phase of the materiel life cycle.

Abroad, AMC supports Combatant Commands (COCOMs) and troops in contingency operations, training exercises and more. The command provides assets and resources through a team of teams that includes Army Field Support Brigades, Contracting Support Brigades, Transportation Brigades, and Field Assistance Science and Technology Teams.

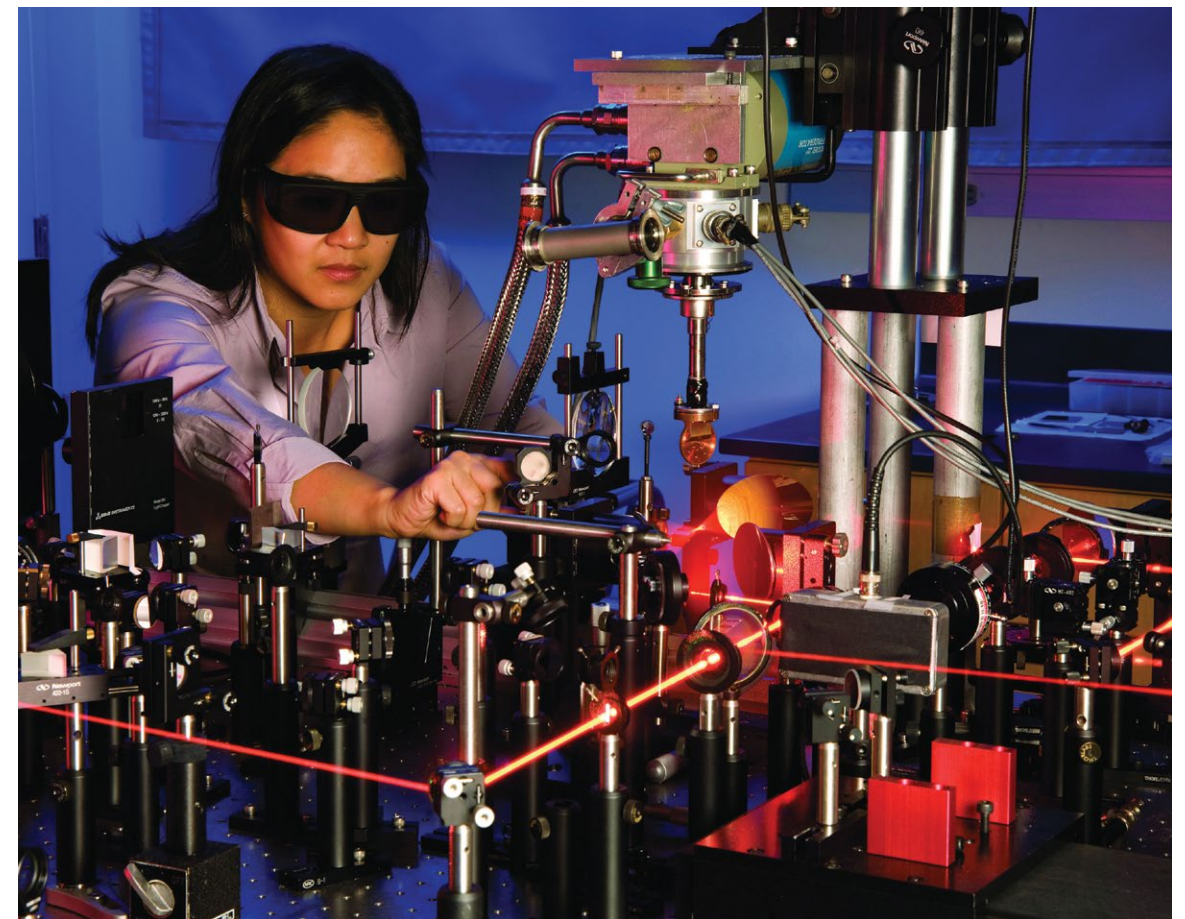
"As our Army transitions to global regional alignment, we're engaged with providing the Combatant Commands with an expeditionary, scalable, tailored force in support of COCOM priorities and mission sets," Via said.

Following 13 years of war, AMC continues to execute the massive effort of retrograding hundreds of thousands of pieces of equipment out of Afghanistan.

Unprecedented in complexity, the retrograde mission requires innovation and creativity, Via said. An estimated value of \$30 billion in equipment – vehicles, helicopters, shipping containers, generators, communications gear and more – was moved from a land-locked and land-constrained environment under combat conditions.

LEFT: Retired military paratroopers were suspended from the ceiling of the Natick Soldier Research, Development and Engineering Center's Doriot Climatic Chambers as engineers tested oxygen and navigation systems as the wind chill hovered near 50 degrees below zero.

RIGHT: Dr. Grace Metcalfe, researcher at the U.S. Army Research Laboratory's Adelphi Laboratory Center in the Sensors and Electron Devices Directorate, is part of the team that developed and successfully tested new ways of generating THz emissions. (U.S. Army photos)



"A team of joint professionals and experts, operating PhD-level logistics, have used every possible mode of transportation, including difficult ground routes through Pakistan, Kazakhstan, Kyrgyzstan and Uzbekistan, air and sea, all while facing budget constraints and uncertainty, and continued attacks and targets by the enemy," said Via. "It's a monumental and historic effort that's not often appreciated."

Additionally as part of the command's support to COCOMs, AMC receives, stores, maintains and issues Army Prepositioned Stocks (APS) and Brigade Combat Team Activity Sets, staging equipment at key locations across the globe. AMC ensures APS capabilities and Activity Sets are modernized and prepared for operations and contingencies when needed, said Via. These strategic assets play a critical role in rapidly equipping forces deploying to contingency, stability or support operations.

AMC's Army Contracting Command supports COCOMs and warfighters worldwide by acquiring vital equipment, supplies and services.

"New operational realities require new approaches to support Army missions, approaches that include AMC's contingency contracting capabilities," said Via. "AMC has a proven track record supporting the types of likely future

scenarios – low-density, short-duration missions where organic and traditional sustainment assets are not available, such as support to humanitarian assistance and disaster response efforts, and special operations support missions."

AMC also manages the multibillion-dollar business of selling Army equipment and services to friends and allies of the U.S. The command's Foreign Military Sales program shapes the environment by sustaining strong relationships with our allies and partner nations, building their capacity while supporting COCOM engagement strategies. AMC's U.S. Army Security Assistance Command partners with more than 145 countries and conducts business at 119 locations worldwide.

In addition to on-location support to COCOMs, AMC is also working to integrate and synchronize logistics activities across the Army. The Materiel Common Operating Picture (M-COP) aggregates data from authoritative sources to visualize warfighter materiel requirements and provide materiel sourcing recommendations to leaders.

"AMC is working M-COP views closely with our partners at U.S. Army Forces Command (FORSCOM), Department of the Army G-4, and the National Guard, and providing incremental training,

ultimately allowing us to see materiel readiness as far forward as deployed units," said Via.

AMC's 73 Logistics Readiness Centers (LRCs) support Soldiers at home station, integrating and synchronizing capabilities in support of senior commanders and installation tenants. LRCs provide a single hub on the installation for customer access to the Army sustainment base and manage installation supply, maintenance and transportation.

Across the four primary portfolios – Aviation and Missile; Communications and Electronics; Munitions; and Ground Combat Systems – AMC's four life cycle management commands (LCMCs) maintain and sustain Army equipment and systems for the warfighter. The LCMCs

play a critical role in the materiel community, providing global support through training, reset, sustainment, maintenance, field support and more.

Within the LCMCs, AMC manages the Army's Organic Industrial Base (OIB), consisting of 23 depots, arsenals and ammunition plants. The OIB manufactures and resets the Army's equipment. During Operations Iraqi Freedom and Enduring Freedom, the OIB reset more than 3.8 million items, a workload constituting \$29.5 billion of Army equipment and \$5.7 billion of equipment for the U.S. Air Force, U.S. Navy and U.S. Marine Corps since 2003.

"Our OIB is a national security asset, providing a critical capability in delivering readiness, not only to the Army, but to the entire joint force," said Via. "The OIB generates combat readiness in our formations, provides critical surge capabilities in support of global contingencies, and ultimately ensures our warfighters have the best equipment possible when they need it."

Ensuring equipment is state-of-the-art and provides Soldiers a competitive advantage, Science and Technology (S&T) and Research and Development (R&D) continue to play a key role in the command. AMC manages a comprehensive S&T portfolio averaging \$1.6 billion annually, representing about 75 percent of the Army's annual investment.

"With the proliferation of technology around the world, potential enemies can take advantage of



LEFT: Quality Control Inspector Paul Schwab inspects a T-55 engine at Corpus Christi Army Depot. (U.S. Army photo by Jose E. Rodriguez)

RIGHT: Sgt. 1st Class Grant Shanaman of the Security Assistance Training Management Organization instructs a Liberian soldier as part of non-commissioned officer training. (U.S. Army photo by Chief Warrant Officer 4 Dana L. Williams)



that technology and lessen our capabilities. We have to continually invest in R&D and S&T to maintain the most powerful army the world has ever known," Via said. "Our premier scientists and engineers are critical to maintaining the Army's technological edge in the future."

Faced with the prospect of protracted budget reductions and declining troop end-strength, going forward, the Army's reliance on having the most advanced, effective and efficient capabilities will only increase, said Via.

"We must be faster. We must be agile. We must be responsive to the point of need. Above all else, we must be expeditionary," he said. "The decisions and investments we make today will directly translate to the type of Army we'll have in the next 10, 20 and 30 years."

Important projects in the works by the command's 12,500 scientists and engineers focus on lightening the Soldier's load and providing improved protection.

"Working with our partners in academia and industry, we've developed some remarkable technological capabilities," Via said. "Our focus must remain on developing the next leap-ahead generation of systems that will dominate and ensure technical overmatch in the future."

More than 50 years after the command was established, AMC is looking forward and

maximizing its role in shaping the Army of 2025 and beyond, Via said.

"The next decade will see considerable change in our Army. But what will not change is our collective mission of supporting the Soldier," he explained. "We must look at today's challenges as opportunities to responsibly shape the Army of 2025. We must be creative, bold and visionary. We must offer innovative solutions that in the past met resistance."

"WE MUST MAINTAIN FOCUS ON SOLDIER AND EQUIPMENT READINESS"

tain its focus on support to the joint warfighter.

The Army recently released its new global strategy within the Army Operating Concept, asserting how the future force will operate jointly across services and work with multiple partners to shape the world's security environment.

"A new era of historic change, evolving global threats, increasing mission support, proliferation of technology, along with reduced resources will present AMC with numerous challenges and opportunities," said Via. "To successfully meet these challenges and capitalize on our

opportunities, we must maintain focus on Soldier and equipment readiness requirements, efficient use of resources, and mitigating risk."

AMC is closely aligned with U.S. Army Training and Doctrine Command and FORSCOM in setting the conditions required to sustain the joint force of 2025 – a force fully prepared to meet future contingencies in an era of uncommon global instability and uncertainty, Via stressed.

"As emerging threats and fiscal challenges drive the Army to be leaner, more agile, and more capable, all with fewer resources, we must continue to modernize; we must continue to sustain the force of today; and we must continue to develop capabilities and technologies that will give our Soldiers the decisive advantage to meet, and defeat, any potential future adversary," he said.

Above all, AMC ensures warfighters have the combat-ready equipment and support services needed to defend the nation, the command's leader declared. AMC remains focused on supporting the Army's strategic priorities, while continuing to deliver readiness to forward-deployed forces engaged in combat operations in Afghanistan and other contingency operations around the globe.

"I am extremely proud of our workforce's personal commitment to ensuring our men and women in uniform receive the support they need and deserve." ■



AMC NEWS & NOTES

■ Five professionals inducted into AMC Hall of Fame

Gen. Dennis L. Via, commanding general, U.S. Army Materiel Command (AMC), inducted five new members to the AMC Hall of Fame Jan. 22. The induction recognized the Hall of Fame Class of 2014, which included a retired general, lawyer, procurement professional and two scientists. The AMC Hall of Fame honors and memorializes those Soldiers and civilians who have made significant and enduring contributions to the command in support of the joint warfighter. Read more about the inductees at:

www.army.mil/article/141451/



■ Edgewood Chemical Biological Center recognized with Secretary of Defense award

The Secretary of Defense presented members of the Edgewood Chemical Biological Center (ECBC) the Office of the Secretary of Defense Group Achievement Award Nov. 12, 2014, for their service during the international effort to safely eliminate Syria's chemical weapons stockpile. ECBC employees were recognized as part of the Syrian Chemical Weapons Elimination Team, including 39 personnel who manned the Field Deployable Hydrolysis System that destroyed 19.8 tons of sulfur mustard and 581 tons of sarin precursor in just 42 days while at sea aboard the MV Cape Ray. The elimination team was also awarded the Navy Meritorious Unit Commendation and an international award – the Innovator of the Year Award – from a British industry special-interest group. ECBC is a subordinate organization of AMC's Research, Development and Engineering Command.

■ Army Contracting Command-Rock Island earns 2014 Under Secretary of Defense award

Army Contracting Command-Rock Island (ACC-RI) was one of six organizations that earned an award from the 2014 Under Secretary of Defense for Acquisition, Technology and Logistics Acquisition Award Programs. Accepting the Defense Acquisition Workforce bronze award for a

large organization, ACC-RI was recognized for its outstanding commitment and innovative efforts in developing and supporting the success of its acquisition professionals, during a ceremony Dec. 9, 2014, at the Pentagon. The team won the award in recognition of the focused training, education and developmental opportunities they create and provide to more than 40 interns at ACC-RI, and for their work in ensuring that the existing workforce receives training and educational opportunities to enhance their skills and abilities. ACC-RI is a subordinate organization of AMC's Army Contracting Command.

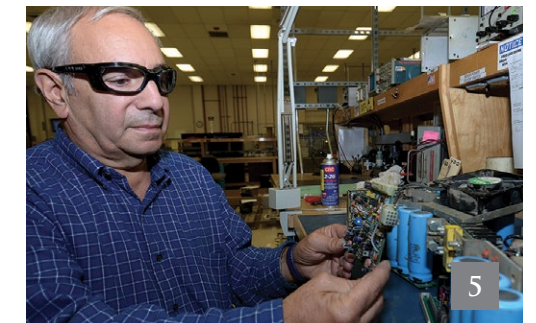


■ LOGTECH Supply Chain Management Certificate Program launched

The LOGTECH Supply Chain Management Certificate Program was launched with a special ceremony Jan. 7 at Redstone Arsenal, Alabama, highlighting the partnership between AMC and the University of Alabama in Huntsville (UAH). This pilot program is designed as a "Work Share" initiative geared toward, but not limited to, Army DOD civilians (GS 11-13) working predominantly in logistics and other specific career programs. The course content provides academic credit for those enrolled. Gen. Dennis L. Via, AMC commanding general, attended the ceremony hosted by Lt. Gen. Patricia E. McQuiston, AMC deputy commanding general, with Dr. Robert Altenkirch, UAH president, as special guest speaker. Twenty participants completed a competitive selection process for a spot in the program and represent supply management, materiel maintenance and distribution management, and ammunition management. During the ceremony, McQuiston and Altenkirch signed a joint proclamation commemorating the successful execution of the certificate program.

■ Tobyhanna Army Depot workshop surpasses 10-year safety record

The Systems Integration and Support Directorate's Electro-Mechanical Fabrication Branch at Tobyhanna Army Depot was honored for the accomplishment of going 10 years accident-free. Depot Commander Col. Gerhard Schroter recognized the Electro-Mechanical Fabrication Branch and its personnel in November 2014 for their commitment and dedication to establishing a culture of safety and employee engagement. Tobyhanna Army Depot in Tobyhanna, Pennsylvania, is a subordinate organization of the Communications-Electronics Command Life Cycle Management Command and one of 23 Organic Industrial Base facilities managed by AMC.



■ Red River Army Depot receives Anti-Terrorism Award

Department of the Army (DA) announced in January the Red River Army Depot as having the Best Anti-Terrorism Program for an Installation in its category (Category D), making it the fifth consecutive year the depot has either won or been chosen as runner-up for the award. The Army Anti-Terrorism Awards Program was established to recognize significant achievements in the anti-terrorism field and those who work behind the scenes to protect DA personnel, family members, facilities and installations. Red River Army Depot in Texarkana, Texas, is a subordinate organization of Tank-automotive and Armaments Command Life Cycle Management Command and one of 23 Organic Industrial Base facilities managed by AMC.

(U.S. Army photos)

TACOM: SUPPORTING EVERY SOLDIER ... EVERY DAY

By Don Jarosz, TACOM Public Affairs



LEFT: Soldiers serving with 77th Field Artillery Regiment, 4th Infantry Brigade Combat Team, 4th Infantry Division, shoot a round down range from their M777A2 howitzer on Kandahar Airfield (KAF), Afghanistan, Aug. 22, 2014. The round was part of a shoot to register, or zero, the howitzers, which had just arrived on KAF from Forward Operating Base Pasab. (U.S. Army photo)

RIGHT: Vehicles of 4th Battalion, 25th Field Artillery Regiment, 3rd Brigade Combat Team, 10th Mountain Division, are arranged in a strongpoint during clearing operations near Sher'Ali Kariz, Maiwand district, Kandahar province, Afghanistan. The mission with Afghan National Civil Order Police and the Afghan National Army located and destroyed insurgent weapons caches and improvised explosive devices. (U.S. Army photo by Sgt. Jason Nolte)



The U.S. Army Tank-automotive and Armaments Life Cycle Management Command (TACOM) may be headquartered at the Detroit Arsenal in Warren, Michigan, but its reach and efforts on behalf of America's warfighters spans across the nation and around the globe. With roots dating back to World War II's "Arsenal of Democracy," many things have changed for TACOM during the past seven decades. But one thing has remained constant; the command never lost sight of its primary focus – supporting the Soldier, said Maj. Gen. Gwen Bingham, TACOM commanding general.

Providing ongoing support to Soldiers in overseas contingency operations remains one of the top TACOM priorities, as can be seen in the organization's efforts during Operation Enduring Freedom (OEF) in Afghanistan and in support of the Ebola crisis with Operation United Assistance (OUA).

OPERATION ENDURING FREEDOM

TACOM, a U.S. Army Materiel Command subordinate organization, has been providing major support for the Common Remotely Operated Weapon Station (CROWS)

for troops in Afghanistan since 2007. At the height of the operation, TACOM had over 60 personnel stationed at 20 CROWS Support Facilities located throughout the country.

TACOM CROWS new equipment trainers conducted more than 5,000 classes and trained more than 50,000 students on the M153-CROWS system and the M151-Remote Weapon Station. In addition, they fielded thousands of CROWS systems and provided technical support for both systems. They also assisted in mounting CROWS systems on towers, which provided protection to the bases of operation by enhancing their ability to detect the enemy and, if necessary, engage simultaneously.

"In all, TACOM technical fielders and trainers conducted more than 50,000 installation, repair, fielding and training missions all over Afghanistan, providing technical training and support to Soldiers 24 hours a day, 7 days a week," said Bingham.

Another way TACOM supports the warfighter in Afghanistan is through the reduction of materiel. TACOM Retrograde Operations has personnel in Afghanistan and Kuwait who

work hand-in-hand with deployed units to get worn or damaged major items back into the U.S. for repair. They provide initial disposition guidance to units, and once items are turned in, they continue to work with other command partners to track and trace this equipment back to the U.S.

TACOM personnel also support Retro Sort Yards in Afghanistan, sifting through boxes of materiel and recovering serviceable items that can be placed back in the supply system. Currently, the TACOM team has recovered assets valued over \$4 million.

OPERATION UNITED ASSISTANCE

TACOM is also working with the U.S. Africa Command in efforts to help contain the spread of the Ebola virus, as part of the international assistance effort supporting the governments of Liberia, Sierra Leone and Guinea. The TACOM Army Prepositioned Stock Office, in coordination with its partners, has provided a wide variety of equipment for this effort. This equipment has included provider expeditionary base camps, expeditionary platoon camps, large area maintenance shelters and personal protection equipment suits.

TACOM'S ARSENALS AND DEPOTS

In addition to the support it provides overseas, TACOM's arsenals and depots continue to provide world-class support to the Soldier, said Bingham.

Located at major installations in Alabama, Texas, Illinois, New York, Ohio and California, they

continue to accomplish their individual missions in association with TACOM's overall Soldier support responsibilities.

Anniston Army Depot in Alabama has served the nation for more than 71 years. It is the combat vehicle depot for repair, modification, upgrade and conversion of all heavy and light tracked vehicles (except the Bradley), towed and self-propelled artillery and assault bridging systems for America's defense forces and its allies.

Additionally, the depot repairs and overhauls all small arms from 9mm pistols to 120mm mortars, thus being the primary Small Arms Rebuild Center for America's military forces. The depot is moving forward with Army transformation initiatives by providing direct support for Stryker vehicle assembly and repair programs.

The story of Red River Army Depot began in 1941 when the need of a nation led to the establishment of an ammunition storage facility in Texarkana, Texas. Though the mission and capabilities have changed over the years, the overarching focus of providing the Soldier with quality products and service has not. Today, Red River is engaged in activities ranging in scope from producing timber to refurbishing the Mine Resistant Ambush Protected Vehicle.

Supported by more than 4,500 employees, the depot also houses the only facility within the DOD capable of remanufacturing road wheels and



Common Remotely Operated Weapon Station systems are also mounted on towers at bases of operations in Afghanistan. They provide protection to the bases by enhancing their ability to detect the enemy and engage simultaneously if necessary. (U.S. Army photo)

track. Red River Army Depot is also designated by the Secretary of the Army as the Center for Industrial and Technical Excellence for Bradley Fighting Vehicles, tactical wheeled vehicles, Multiple Launch Rocket System, Small Emplacement Excavator, and rubber products.

The Rock Island Arsenal Joint Manufacturing Technology Center (JMTC), Rock Island, Illinois, is the only multi-purpose and vertically integrated metal manufacturer in the DOD.

"The center possesses the unique technical expertise and equipment to manufacture products high in quality and sustainability," Bingham said.

JMTC is also designated by the Secretary of the Army as the Center for Industrial and Technical Excellence for forward repair system and shop equipment contact maintenance, add-on armor and foundry operations.

Watervliet Arsenal in upstate New York, widely known as "America's Cannon Factory," is an Army-owned and -operated manufacturing facility that is ISO 9001:2008 certified and designated by the Secretary of the Army as a Center of Industrial and Technical Excellence for manufacturing cannons and mortars.

Since 1813, the arsenal has manufactured the weapons, parts and other wartime materiel that have helped hundreds of thousands of U.S. Soldiers come home safely from battle.

"Today's arsenal is relied upon by U.S. and foreign militaries to produce the most advanced, high-tech, high-powered weaponry for cannon, howitzer and mortar systems," said Bingham.

The Joint Systems Manufacturing Center (JSMC), Lima, Ohio, produces a variety of ground combat systems for the DOD, with the signature vehicle being the M1 Abrams Main Battle Tank. As the only government-owned, contractor-operated vehicle manufacturing facility in the nation, JSMC is owned by TACOM, operated by General Dynamics Land Systems and managed by Defense Contract Management Agency-General Dynamics Land Systems.

Sierra Army Depot in Herlong, California, has a high desert climate, an onsite airfield, extensive rail and transportation network and is a recognized multi-functional installation. Sierra provides rapid expeditionary logistics support and long-term sustainment solutions to the Army and the joint force.

"Sierra serves as the centerpiece of Army readiness, bringing value back to the Army through equipment reclamation and redistribution, asset management, storage, distribution, maintenance, assembly and containerization, and rapid worldwide shipment of materiel in support of the warfighter," said Bingham.

Missions include equipment reset, new assembly and kitting operations, training support, maintaining operational project stocks, a redistribution mission for Organizational Clothing and Individual Equipment and repair part items, and establishment of an End of First Life Center for excess combat vehicles.

FITTING THE PIECES TOGETHER

"While TACOM's efforts across the globe are broad, all of these moving parts and pieces fit together to achieve an end mission of supporting the nation's Soldiers," Bingham explained. "This support is possible by keeping communication, coordination and collaboration momentum moving forward, and providing warfighters with overwhelming lethality, survivability, mobility and sustainment for battlefield dominance, now and in the future." ■

CECOM ENSURES SOLDIERS REMAIN AT THE READY

By CECOM Public Affairs



Spc. Justin Waltho, Headquarters and Headquarters Troop, Combined Task Force Dragoon, resets a launcher for an RQ7B Shadow Technical Unmanned Aircraft System at Forward Operating Base Pasab, in Kandahar Province, Afghanistan. The aircraft was used for aerial reconnaissance and mission communications. CECOM services a variety of reconnaissance and mission communications systems to enable Soldier dominance on the battlefield. (U.S. Army photo by Sgt. Joshua Edwards)

The U.S. Army Communications-Electronics Command (CECOM), headquartered at Aberdeen Proving Ground (APG), Maryland, executes a sustainment and logistics integration mission across a broad and complex set of Command, Control, Communications, Computers, Intelligence, Surveillance and Reconnaissance (C4ISR) systems and capabilities.

As one of U.S. Army Materiel Command's (AMC) four life cycle management commands, CECOM is the Army's critical link for life cycle support of the communications-electronics systems and equipment used by the joint warfighter. These efforts span the full scope of tactical and strategic echelons - from the individual Soldier to the installation.

The command accomplishes its mission by providing eight major functions: supply chain management; field support; logistics sustainment planning and execution; information technology systems engineering and integration; foreign military assistance; interoperability certification; software sustainment; and depot-level manufacturing, repair and overhaul.

"CECOM partners with Program Executive Officers, Program Managers and other AMC major subordinate commands to develop, acquire, provide, field and sustain world-class C4ISR systems and mission command capabilities for the joint warfighter," said Maj. Gen. Bruce T. Crawford, CECOM commanding general.



First Lt. Chance Panter, 4th Battalion, 27th Field Artillery Regiment, moves to secure the landing zone during an air artillery raid at White Sands Missile Range, New Mexico. Missions such as the air artillery raid are common practice in the 2nd Heavy Brigade Combat Team, 1st Armored Division, where the training tempo is considerably higher than many Army units due to their involvement in the Network Integration Evaluations, which put Soldiers at the forefront of the Army's testing and acquisition process. (U.S. Army photo)

CECOM is made up of five subordinate organizations: the Central Technical Support Facility (CTSf), the Logistics and Readiness Center (LRC), the Software Engineering Center (SEC), Tobyhanna Army Depot (TYAD), and the Information Systems Engineering Command (ISEC).

CENTRAL TECHNICAL SUPPORT FACILITY

The CTSf is the Army's only facility to test theater-level system-of-systems products in a net-centric environment. Located at Fort Hood, Texas, CTSf is the Army's strategic and central testing facility responsible for interoperability engineering, executing Army Interoperability Certification testing, maintaining configuration control for all operational Command, Control, Communications, Computing and Intelligence systems, tactical-level information technology/national security systems, and support for the deployed joint warfighters' digital needs.

"CTSf employees provide unparalleled, uncompromised, consistent and responsive support to the warfighter," said Crawford.

CTSf is the Army's premier test, integration and certification testing facility for the Army LandWarNet/mission command systems. CTSf provides C4ISR configuration management, system-of-systems integration and interoperability certification testing for intra-Army interoperability, interim authority to operate, spectrum analysis and net-worthiness.

LOGISTICS AND READINESS CENTER

The LRC is headquartered at APG with activities located at Fort Huachuca, Arizona; Fort Belvoir, Virginia; Fort Hood,

Texas; and with logistics assistance representatives stationed in six countries. The mission of the LRC is to provide global C4ISR logistics support to the warfighter and coalition forces in a timely, cost-effective manner. This is accomplished through rapid acquisition, maintenance, production, fielding, new equipment training, operation and sustainment of CECOM equipment to meet the Army's reset and readiness goals. The LRC's C4ISR systems and core capabilities include: national inventory control point; national maintenance point; acquisition program management rapid response; life cycle and logistics support planning; production engineering and industrial base management; training, repair and technical assist forward; performance-based logistics; security assistance program management; and Communications Security logistics. The LRC provides services from acquisition and repair to product quality management to sustainment support and foreign military sales.

CECOM executes foreign military sales under the direction and guidance of the U.S. Army Security Assistance Command, supporting U.S. allies and strengthening relationships. CECOM's LRC provides C4ISR equipment in support of Afghanistan, Iraq and Pakistan, among others.

"These military partnerships promote compatibility and interoperability in equipment and training that are crucial to the national defense strategy," said Crawford.

SOFTWARE ENGINEERING CENTER

Headquartered at APG, the SEC is one of the most experienced and comprehensive software support centers within

the DOD. Established in its current configuration in 1996, SEC's mission is to provide life cycle software solutions for C4ISR software and hardware systems that enable warfighting superiority and information dominance across the enterprise. SEC also develops and maintains software business applications to ensure Soldiers are fed, housed, moved and supplied. The organization successfully supports more than 400 systems and programs for a wide variety of government customers with core capabilities that include: Army business and logistics solutions; enterprise software solutions; net-centric data strategy; worldwide software field support; post deployment/production software support; and state-of-the-art software.

SEC has three main mission areas: warfighter, business and enterprise services. The warfighter mission area provides software solutions for warfighter systems that support mission command, fires, air and ground force protection, intelligence, electronic warfare, satellite and terrestrial communications networks.

The business mission area provides global support to systems that manage the business-related processes for the warfighter including financial management, personnel, food management, business intelligence and medical data.

The enterprise services mission area provides enterprise-level software support for various Chief Information Officer initiatives including information assurance, certification, accreditation, software asset management, applications virtualization/migration and enterprise resource planning. In addition, the enterprise services mission area offers worldwide field software support 24 hours a day, 7 days a week, working to ensure the Army's advanced computer systems are battle-ready.

TOBYHANNA ARMY DEPOT

Located at Tobyhanna, Pennsylvania, TYAD is the largest, full-service electronics maintenance facility in DOD. TYAD is DOD's recognized leader in the areas of automated test equipment, systems integration and downsizing of electronics systems. Tobyhanna's core competencies are, in part, defined by its dual designations as the U.S. Army Center of Industrial and Technical Excellence for C4ISR and Electronics, Avionics, and Missile Guidance and Control, and as the U.S. Air Force Technology Repair Center for Command, Control, Communications and Intelligence.

"TYAD core competencies rest on nearly 60 years of communications-electronics maintenance and logistics experience," said Crawford. "TYAD has trained and developed its workforce, built infrastructure and acquired specialized facilities to strengthen and expand its core competencies to support the joint warfighter."

The mission of TYAD is to provide superior logistics support, sustainment, manufacturing, integration and field support for C4ISR systems for the joint warfighter worldwide. These systems include communications/COMSEC; avionics; meteorological navigational; satellite communications; electro-optics/night vision; support equipment; surveillance radar; intelligence electronic warfare; threat simulation

systems; and air traffic control and landing systems.

TYAD provides world-class C4ISR depot services to all of the joint services as well as maintenance, manufacturing, integration and field repair to C4ISR systems worldwide with more than 80 forward repair activities. TYAD also accomplishes maintenance, fabrication and system integration for Army, Navy and Air Force C4ISR systems.

INFORMATION SYSTEMS ENGINEERING COMMAND

Located at Fort Huachuca and with directorates at Fort Detrick, Maryland; Fort Lee, Virginia; and Fort Belvoir, Virginia, ISEC provides systems engineering services, installation, integration, implementation, information assurance and evaluation support for communications and information technology (IT) systems worldwide. ISEC has personnel stationed in various locations around the globe including Southwest Asia and Europe, providing capabilities to Army organizations, Combatant Commands (COCOMs), DOD agencies and federal agencies in support of the joint warfighter. ISEC supports the Program Executive Office for Enterprise Information Systems in upgrading the IT infrastructure at every Army post, camp and station, upgrades at command centers, and is modernizing the IT infrastructure throughout the Army.

Systems engineering is a structured, iterative and multidisciplinary process in which ISEC designs, develops, tests and maintains information systems. CECOM experts from ISEC engineer the backbone infrastructure for IT systems, including hardware and software, enabling distribution of information from the battlefield to national command and control centers.

GLOBAL SYSTEMS SUPPORT

As a worldwide command, CECOM's workforce is comprised of more than 13,000 military, civilian and contract employees located in 59 locations in 23 states and at 33 locations in seven countries. The workforce is integrated into Army Sustainment Command's Army Field Support Brigade structure, ensuring regional alignment to critical Army regions.

"This alignment ensures responsive support to COCOMs with units located in the Pacific, Americas, Europe, and forward deployed in the Middle East," Crawford said. "Regional CECOM offices and field support representatives provide well-positioned capabilities for responsive, agile support to deployed COCOMs and Army units."

"Mission success remains CECOM's goal and requires collaboration and partnership with stakeholders to develop and implement long-term sustainment plans and streamlined delivery of logistics and sustainment capabilities," said Crawford.

As trusted professionals of the nation's premier fighting force, the CECOM workforce remains vigilant in the pursuit of efforts that more efficiently and effectively deliver desired capabilities for both the joint warfighter and the Army. ■



AMCOM ENABLES SOLDIER SUCCESS THROUGH AVIATION & MISSILE READINESS

By AMCOM Public Affairs

An AH-64E Apache Guardian engages enemy targets at the National Training Center on Fort Irwin, California, April 24, 2014. The AH-64E "Guardian" replaces the AH-64D "Longbow," and integrates more powerful engines, improved rotor blade technology and advanced electronics, and features an updated cockpit and new fire control system. (U.S. Army photo by Sgt. Richard W. Jones Jr.)

While the U.S. Army Aviation and Missile Command (AMCOM), a subordinate organization of the U.S. Army Materiel Command, is committed to supporting the Army of 2025 and beyond, enabling the success for the Soldier of today continues to be its driving focus.

AMCOM supports the joint warfighter by assuring aviation and missile readiness with seamless transition to combat operations. The organization supports Program Executive Officers (PEOs) and Project Managers (PMs) to enable the development, acquisition and fielding of superior aviation and missile systems. As a Life Cycle Management Command, AMCOM is dedicated to providing integrated engineering, logistics and contracting to more than 90 major systems – approximately half the systems in the U.S. Army.

"AMCOM's energy, resilience and commitment to excellence will continue to be crucial in providing sustainable, affordable combat power," said Maj. Gen. Jim Richardson, AMCOM commanding general. He learned very quickly how AMCOM is always there, making a difference, working hard to provide outstanding support to the warfighter.

The organization's commitment to its core competencies – design, acquire, integrate, field and sustain systems – has turned it into a leader in the field in its efforts to support PEOs and PMs.

AMCOM provides functional manpower, especially logisticians, in multiple skill specialties to enable and support PMs. The goal is to influence life cycle affordability by reducing sustainment costs.

"Currently, 70 percent of a system's life cycle costs are operations and sustainment expenses," said Richardson.

The organization's role in life cycle sustainment becomes dominant with the completion of materiel fielding and is the core direct-funded component of AMCOM's mission. It includes readiness reporting and analysis, logistics assistance, national-level maintenance and national-level supply activities. National-level maintenance includes management of two Army depots – Corpus Christi Army Depot in Texas, and Letterkenny Army Depot in Pennsylvania – providing fabrication, repair, overhaul, rebuild and modification to aviation and missile systems and equipment. It also includes operating the National Maintenance Point for provisioning, technical publications, tools and the test equipment activities required to sustain assigned systems throughout their service lives.

AMCOM applies modifications to equipment in support of missile and aviation PMs. The organization manages reset programs for aviation and missile systems and associated support equipment while executing the Condition Based Maintenance initiative. All of these activities are conducted

at the same sites, and modifications are applied concurrently with reset actions to reduce the amount of time an aircraft is away from its owning unit. These sites, most of which are located close to large troop units, provide direct maintenance support to units in need of reinforcement.

AMCOM's Security Assistance Management Directorate (SAMD) develops and provides integrated capability packages to foreign customers providing desired tactical equipment, and the training, support, and command, control and communications capabilities required to assure a fully capable defense system. SAMD also orchestrates logistics support to customer systems, including supply support and depot-level overhaul and repairs as required actions, which aid in the overall health of the Army's logistics enterprise.

AMCOM's Test Measurement and Diagnostic Equipment Support Activity (USATA) repairs and calibrates test, measurement and diagnostic equipment for all Army maintenance activities throughout the world. USATA is also participating in research efforts to reduce the calibration burden on Soldiers as a contributor to the Army's logistics transformation efforts.

"The centerpiece of the aviation and missile materiel enterprise operating concept is the Soldier Focused Logistics (SFL) Team," said Richardson.

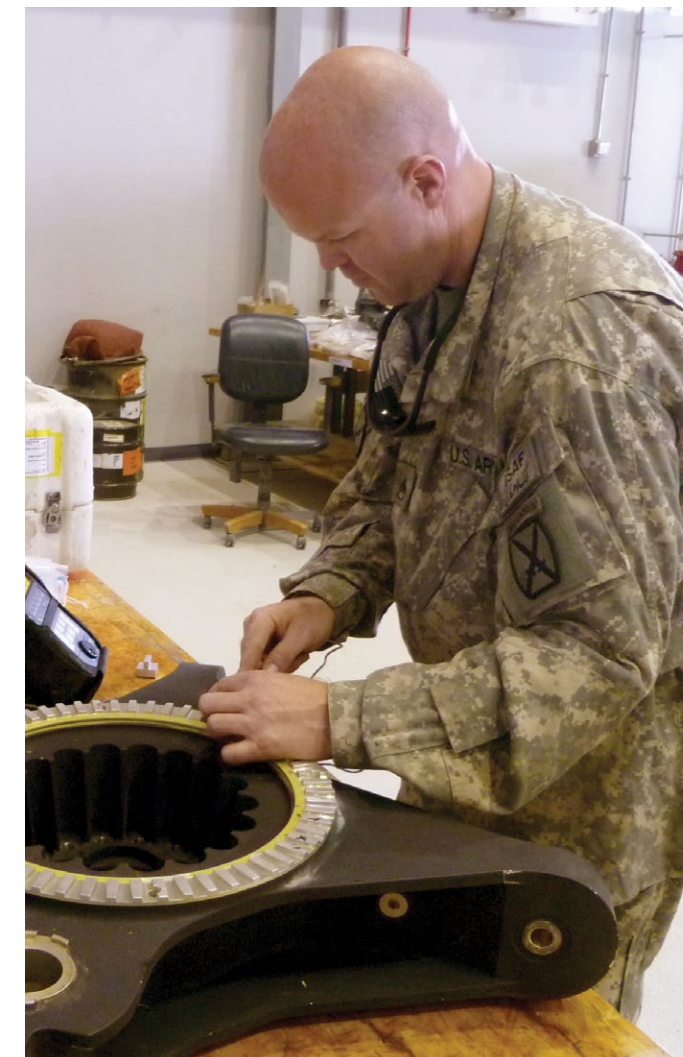
Employees from multiple organizations bring their unique skill sets to each PM shop, each with its own functional focus and area of expertise and different flows of money, but all working as one team supporting the Soldier. The enterprise approach allows integration of the functions into effective and efficient programs. Under SFL, the PM provides the day-to-day operational control and guides the decision-making processes that affect the weapon system, including supporting activities from the AMCOM Logistics Center, Army Contracting Command, SAMD and the Aviation and Missile Research, Development and Engineering Center (AMRDEC). This unique SFL team structure continues to:

- Integrate acquisition and sustainment missions at the weapon system level;
- Empower project managers to be total life cycle systems managers; and
- Maintain functional skill bases of logistics, contracting and engineering within the supporting commands.

AMCOM has also embarked on an enterprise approach to sustainment that highlights four initiatives including: conducting maintenance at the correct level; enabling Soldiers to return to core maintenance and supply competencies; optimizing and improving force structure through improvements to logistics and power projection; and properly modernizing.

These initiatives take on added significance in light of the fact that 10 major weapon systems, including the Javelin and UH-72 Lakota, will be transitioning to the sustainment phase of their life cycle in the near future. As 2025 approaches, funding this transition to sustainment will be a major challenge that is being addressed through various cost saving and efficiency measures.

"The Army's future force will require continued excellence in delivering AMCOM's core competencies, stronger



The AMCOM Corrosion Program implements requirements by the acquisition of corrosion-inhibiting equipment and the sustainment of legacy weapon systems as well as the implementation of new leading-edge processes, procedures and technologies. (U.S. Army photo)

integration of the materiel enterprise to deliver the best possible support within tight budgets, and a two-fold business process reinvention," Richardson said.

This reinvention is looking at integrating logistics functions – supply, maintenance, logistics assistance and readiness – with a strong science and technology program to develop zero-maintenance weapon systems. AMCOM is working closely with AMRDEC and using a "building block" approach to leverage technology and enable transitional capabilities for achieving maintenance-free systems. The organization continues to develop monitoring and maintenance support technologies to enable optimized designs, enhanced condition-based maintenance and improved maintainability.

"Achievement of our short-term goals, coupled with accomplishment of the materiel enterprise's longer-term goals, will ensure AMCOM maintains the ability and agility to support Soldiers through 2025 and beyond," said Richardson. ■

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.



JOINT MUNITIONS COMMAND (JMC)

CINDY BROCK, JMC lead safety engineer, was recognized as one of the 41 recipients of the 2014 National Safety Council Rising Star Award. The NSC



Rising Stars of Safety program, now in its fifth year, recognizes future leaders for their dedication and influence in safety. In her position, Brock's duties include developing, interpreting and implementing safety policies and regulations as well as assisting in developing safety design criteria and policy for ammunition systems, equipment, processes and procedures.

LELAND "ALLEN" FINCHAM, facilities engineering chief, JMC, Blue Grass Army Depot, Richmond, Kentucky,



was recognized for his outstanding support in public works during the 2014 Defense Acquisition Workforce Awards Ceremony held at the Pentagon. Fincham was recognized for his efforts in ensuring facilities are maintained, improved and operated to minimize mission impacts. Fincham, a retired lieutenant colonel from the Kentucky National Guard, was honored by the recognition. *"I have greatly enjoyed what I do to support the facilities here at Blue Grass Army Depot for the past 13 years; and ultimately, our mission to provide quality munitions and materials to our warfighters."*



TOM HERMAN, Lake City Army Ammunition Plant safety and occupational health specialist, has worked as a manufacturing engineer, safety



engineer, environmental engineer and served in several management positions during his more than 38 years of service as a contractor and Department of Army Civilian. Herman's current role is to ensure that quality, small and medium-caliber ammunition is produced safely following approved explosive operations procedures.

JESSE SABATINI, JAY PORET and RUSSELL BROAD



were among the winners of the 2014 Thomas Edison Patent Awards for their work in producing safer and cheaper green light for use in pyrotechnics. The three Picatinny inventors were recognized with a patent award in the defense category for "Green Light Emitting Pyrotechnic Compositions." The invention uses boron carbide compositions to produce safe, easy to use and low-cost green light. Traditionally, the Army and other U.S. military services, along with the civilian fireworks sector, used barium compounds and chlorinated organic compounds that are health hazards and produce cardiotoxic products. *"It's a great honor because it means other people are looking at your work and they say, 'Hey this is very interesting and making a contribution,'" Poret said of the award. This technology can be adjusted to produce different light outputs and different burning rates, depending on the fuel/oxidizer ratio and packaged illuminant configuration.*

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

LANA SMITH was honored as the TACOM Employee of the Quarter for the 4th quarter of Fiscal Year 2014. She works as a material maintenance specialist at



the Anniston Army Depot in Anniston, Alabama. During that quarter she was instrumental in getting charges accurately assessed against production orders which in part contributed to Anniston Army Depot exceeding their Fiscal Year 2014 revenue goal.

TIMMY MUNTORD was honored as the TACOM Leader of the Quarter for the 4th quarter of Fiscal Year 2014. He is the team leader of the 105MM



Light Towed Howitzer Team in the Field Artillery Product Support Integration Directorate at TACOM's Integrated Logistics Support Center in Warren, Michigan. Muntford was cited for his strong leadership, strength, compassion, direction and resilience in managing a team of five inventory managers, providing oversight and coordination for the M101, M102, M119A2, M119A3 Light Towed Howitzer and 75MM Salute Pack.

MICHAEL SHERIDAN was honored as the TACOM Industrial Base Leader of the Quarter for the 4th quarter of Fiscal Year 2014. He is a supervisor over a

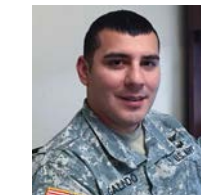


division of information technology specialists, telecommunication specialists and other support personnel at the Red River Army Depot in

Texarkana, Texas. Sheridan was commended for heading a project to install 360 end-user switches, 11 access distribution switches and four access core switches. He skillfully managed 10 active duty Soldiers along with 20 government employees during both the site survey and the installation phases of this project. Under his management and leadership, the government realized substantial savings.

U.S. ARMY SECURITY ASSISTANCE COMMAND (USASAC)

Sgt. 1st Class ERIC GALINDO



serves as the U.S. Army Security Assistance Training Management Organization's (SATMO) flight operations non-

commissioned officer-in-charge and is responsible for training, schools, tasking and day-to-day operations. With 14 years in the Army, and three years at SATMO, he represents the technical expertise and experience that international partners seek from the U.S. military to train their service members in the host nation. Galindo cites training United Arab Emirate soldiers in the use of Aviation Life Support Equipment as one of his most significant accomplishments. What he likes most about SATMO's mission – its capability to build relationships with partner nations and sending Soldiers who are the face of the U.S. Army to provide the world's best training.

ARSENAL OF THE BRAVE

STEPHANIE HEIKEL, senior central case manager, is part of a new generation of USASAC employees. She has a master's in business administration and

a bachelor's degree in economics with a minor in business. She hopes to one day become a supervisor for the case management division and earn her Level III certification in Security Assistance Management. What she likes about USASAC is working with the foreign customers. "I have had a great opportunity to have a Security Assistance Liaison Officer here at USASAC New Cumberland and have been able to foster a strong friendship, which makes my job more rewarding." Heikel is also a third generation "USASACER," following in the footsteps of her grandmother who retired in 1988 and her mother. Heikel notes that her most significant accomplishment was being a nominee for USASAC Employee of the Year and a nominee for USASAC Employee of the Quarter, of which she remarked: "Funny tidbit - I lost to my mom!"

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

DAVE LYONS has worked at Tobyhanna Army Depot for 10 years as a member of the depot's Electronic Shelter System Branch. He received his electrician training during his service in the U.S. Navy from 1981 to 1987. Lyons and other electricians and sheet metal mechanics upgrade and assemble new build and overhaul AN/ASM-146 and 147 Electronics Shop Vans.

FRANK ZARDECKI, deputy commander of Tobyhanna Army Depot since 1990, maintains high expectations for himself and the depot. "Leaders

must be willing to change with the times and technology to set the stage for future generations," he said. Zardecki began his federal career more than 50 years ago when he joined the U.S. Air Force. His steady climb through the ranks culminated with the depot's top civilian post; each job progressively increased his reputation for innovative approaches to depot-level repair of communications electronics equipment. Zardecki's expertise in depot operations and maintenance policies is a commodity often sought by organizations throughout DOD. A long list of special assignments, task force study groups and panels is testament to his willingness to foster improvements in depot maintenance and logistics support. "The importance of what we do demands success."

U.S. ARMY CONTRACTING COMMAND (ACC)

Staff Sgt. ELIUD TEMBLADOR, the 2014 ACC Best Warrior Competition winner, is 51C contracting non-commissioned officer from the 413th Contracting Support Brigade, Fort Shafter, Hawaii. He is a contract specialist with the 413th's 729th Contingency Contracting Team. He supports the U.S. Army Pacific by providing installation contract support and being a good business advisor to supported units. "Most uniformed military members still don't really understand everything that must be done to support a base or a

deployed unit. They are mainly surprised by the amount of small businesses that work with the Army and how they are key to day-to-day operations on any base."

LISA J. STANGLE, a 2013 U.S. Army Materiel Command Louis Dellarmonia Award recipient, is the deputy director of Aviation Contracts Administration Contracts Command, Research and Development Program Executive Office, Army aviation performance contracting professional. She is a key member of the acquisition team for providing Soldier capabilities to the mission. "My acquisition is having a great time to make a difference in the development of our ability to provide support to the

Arsenal, Alabama. She supports the Program Executive Office for Army aviation performance contracting professional. She is a key member of the acquisition team for providing Soldier capabilities to the mission. "My acquisition is having a great time to make a difference in the development of our ability to provide support to the

U.S. ARMY SUPPORT ACTIVITY COMMAND (ASAC)

Pfc. DAVANTA COLFLESH is a transportation and logistics readiness center at Camp Pendleton, California. She provides counseling service to DCJ civilians on their shipping authorizations from Korea to their next destination. A member of the U.S. Army for two years, Colflesh enjoys sharing cultures with his co-workers while assisting others to ensure their move goes as smoothly as possible. Colflesh ran track and cross country at an NCAA Division II school

and continues to enjoy that hobby in South Korea, where he also takes the opportunity to sightsee.

Staff Sgt. KEVIN HOPSON is the Force Protection non-commissioned officer for ASC and is responsible for reviewing the security measures of all critical facilities and assets within the command. He also enjoys working with a variety of the materiel experts and contractors that help to safeguard the Army's facilities across the globe. Staff Sgt. Hopson is currently exploring the possibility of attending the Army's Leadership School at Fort Belvoir, Illinois.

U.S. ARMY SURFACE ENVIROMENT AND STRATEGIC MOBILITY COMMAND (ASMEC)

Staff Sgt. JACOB JACOBS is a Force Protection non-commissioned officer for ASMEC. He started his military career in 2001 when he entered active duty. He served in the South Dakota Army National Guard. Over the next 16 years Jacobs served in National Guard units in Wyoming, Idaho and Texas gaining skills as a metalworker, firefighter and chaplain assistant. In 1993, he received his commission as a Chaplain Candidate while attending the Southwestern Baptist Theological Seminary in Fort Worth, Texas. After receiving a Master of Divinity, Jacobs continued serving in Colorado and North Dakota Army National Guard units until 2001, when he entered active duty.

JOHN NEWMAN started with SDDC's Transportation Engineering Agency (TEA), then Military Traffic Management Command Transportation Engineering Agency,

in 1995 as a transportability engineer. He worked in a developmental assignment at Army G-4, Strategic Mobility, in 1999. He became the chief of transportability engineering in 2007 after TEA moved to Scott Air Force Base in Illinois. Some of the programs he has worked on include the Stryker, Future Combat System, Rough Terrain Container Handler and the Ground Combat Vehicle.

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

Retired Maj. JUSTIN FITCH was diagnosed with stage IV cancer in 2012 and has since dedicated his life to bringing awareness to the issue of Soldier suicide by helping to found Carry The Fallen. Fitch retired from U.S. Army Natick Soldier Research, Development and Engineering Center as the commander of an Army Research and Development Detachment, where he helped to better the effectiveness of the future Soldier. A competitive shooter in his spare time, Fitch firmly believes in never giving up. "Every day from this day on is a gift," he said. "Use it well."

KIMBERLY COCKRELL, lead engineer for U.S. Army Aviation and Missile Research, Development and Engineering Center's Prototype Integration Facility

(PIF) Advanced Composites Laboratory (ACL), oversees all aspects of the PIF ACL to address the widening capability gap between the growing number of fielded composite structures and the ability to maintain and repair those structures. Cockrell, a devoted mother to two girls, said that her team is developing a capability that will have a tangible impact on the Army for many years to come. "We face a variety of challenges every day, which keeps the job fresh and interesting," she said.

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

CHERRY KEETON is a budget analyst with the AMCOM G-2, Intelligence and Security Office. She is a 31-year civil service veteran who traces her roots to Missile Command days of the last century. She has seen AMCOM evolve over the years into the diversified and unique niche that it holds in 2015. Keeton began as a clerk-typist in 1984 with the then Redstone Arsenal Support Activity in the Public Works Department.



JOINT MUNITIONS COMMAND KEEPS WARFIGHTERS FIRING

By Linda Loebach,
JMC Public Affairs



U.S. Army photo by Sgt. Joshua Edwards

Joint Munitions Command (JMC) is the ammunition logistics provider for DOD with headquarters at Rock Island Arsenal, Illinois, and with 14 subordinate sites – the most of any single major subordinate command of the U.S. Army Materiel Command (AMC).

JMC is part of the Joint Munitions and Lethality Life Cycle Management Command, which manages research, development, production, storage, distribution and demilitarization of all conventional ammunition and the personnel, organizations, infrastructure and processes required for life cycle management of conventional ammunition used by the joint warfighter.

“Operating a nationwide network of installations, industrial sites and facilities where conventional ammunition is produced and stored, JMC provides bombs and bullets to America’s fighting forces across all military services and supports U.S. allies around the globe,” said Brig. Gen. Kristin French, JMC commanding general.

PRODUCE

Seven of JMC’s sites are organic production facilities where a range of Class V munitions are produced. In partnership with Program Executive Office Ammunition, the lead organization for acquisition, JMC provides acquisition support with these sites and with other commercial ammunition work.

JMC installations produce small-, medium-, and large-caliber ammunition items for the joint warfighter, manufacturing more than 1.6 billion rounds of ammunition annually.

- Lake City Army Ammunition Plant, Independence, Missouri, makes DOD’s small- and medium-caliber ammunition.
- McAlester Army Ammunition Plant, McAlester, Oklahoma, produces general and special-purpose penetrator bombs, projectiles, cartridge assemblies, Navy prop charges and the Sensor Fuzed Weapon.
- Iowa Army Ammunition Plant, Middletown, Iowa, performs Load, Assemble, and Pack (LAP) for such items as the 120 mm tank ammunition and 40 mm high explosive/velocity rounds.

- Pine Bluff Arsenal, Pine Bluff, Arkansas, provides a full spectrum of large-caliber LAP capabilities, and produces smoke, illumination, incendiary munitions, and chemical/biological defense equipment.
- Crane Army Ammunition Activity, Crane, Indiana, produces pyrotechnic flares, candles, naval smoke and signal devices, C4 extrusion, and performs Navy gun LAP.
- Scranton Army Ammunition Plant, Scranton, Pennsylvania, manufactures large-caliber metal projectiles for the Army, Navy and Marines.

JMC also produces bulk explosives and propellants that are basic components for all ammunition and missiles. Holston Army Ammunition Plant, Kingsport, Tennessee, makes explosives and chemicals, and Radford Army Ammunition Plant, Radford, Virginia, manufactures propellants and energetics.

STORE, DISTRIBUTE, DEMILITARIZE

JMC’s depots store, distribute and demilitarize the nation’s conventional ammunition and its related components for warfighter training and combat. The depots provide all ammunition logistics supply depot operations and functions that include storage, testing, maintenance, renovation, out-load, distribution, demilitarization and disposal.

- Anniston Munitions Center, Anniston, Alabama, is an archival storage site for ammunition and provides receipt, storage, issue, maintenance, inspection, demilitarization, and recycling of ammunition and missiles.
- Blue Grass Army Depot, Richmond, Kentucky, provides centralized ammunitions management (CAM) for training ammunition and mobilization for Army units in the Southeast region. Crane provides CAM for Army units in the Midwest region. Letterkenny Munitions Center, Chambersburg, Pennsylvania, provides CAM for Army units in the Northeast region. McAlester provides CAM for Army units in the Southwest region. Tooele Army Depot, Tooele, Utah, provides CAM for Army units in Northwest region.
- Hawthorne Army Depot, Hawthorne, Nevada, is JMC’s largest installation and the biggest demilitarization facility in the command. Hawthorne provides archival storage of ammunition; archival storage facilities store items that are not needed as often by Army units.
- Pine Bluff also serves as an archival storage site for ammunition.

LOOKING AHEAD

“During the last decade, JMC strove to increase its network’s efficiency and effectiveness, without sacrificing readiness,” said French. To coordinate the efforts of its installations, JMC centralized the management of ammunition operations by creating regional distribution points. This reduced costs and added continuity and standardization to the entire ammunition process.

“These strategies led to a fully defined ammunition depot network in terms of essential roles,” said French.



Rodney Postle, American Ordnance employee, scans large-caliber ammunition prior to final packing at the Iowa Army Ammunition Plant. (U.S. Army photo by Tony Lopez)

“They provide guidelines for positioning assets within the ammunition depot network to better support joint service customers.”

French said that JMC now intends to extend these lessons learned to a broader market, vertically integrating ammunition from the factory to the foxhole.

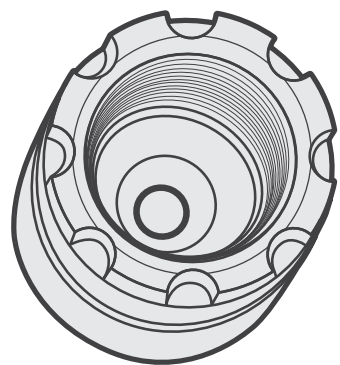
“This will allow JMC to guide and direct ammunition logistics opportunities globally,” she added.

While JMC already produces and stores ammunition for all of DOD’s services, it now needs to collaborate with its DOD partners to determine how to expand support in times of dwindling resources. Efficiencies may be realized through consolidation of resources, not just at the service level, but at the DOD level as well.

“Through vertical integration with all DOD forces, JMC will be able to provide ammunition sustainment for all service components, while realizing efficiencies in production, storage, inventory, issuance and demilitarization of munitions assets,” said French.

JMC has already realized efficiencies through its processes in Southwest Asia and Europe. JMC ships ammunition overseas and retrogrades unserviceable or surplus ammunition. Its ammunition experts are deployed in support of overseas operations to assist with issuing and ordering ammunition, as well as training the warfighter on proper use of ammunition.

“JMC’s ceaseless mission will continue to provide America’s joint forces with ready, reliable and lethal munitions at the right place and at the right time in a cost-effective manner to enable successful military operations worldwide,” said French. ■



ARMY TEAM SPANS GLOBE FOR SCIENCE, TECHNOLOGY SOLUTIONS

By Dan Lafontaine, RDECOM Public Affairs



Soldiers from the Republic of Georgia and their multinational counterparts prepare to test new and improved Blank Firing Adaptors (BFA) for Russian-made PKM machine guns. ARDEC at Picatinny Arsenal, New Jersey, developed the new BFA in response to a request submitted through the Army's Field Assistance in Science and Technology program. (U.S. Army photo)

The Army's Field Assistance in Science and Technology (FAST) program's 30 science advisors, both uniformed officers and Army civilians, provide a direct link between Soldiers and technical experts in the U.S. Army Research, Development and Engineering Command (RDECOM).

Jim Gibson, director of FAST within RDECOM, said the program has assisted Soldiers since 1985 on issues that include weaponry, language translation, night-vision devices, batteries and communications systems.

"The need came from Soldiers. The science advisor would go out there and say, 'What are your problems? What are areas that are cumbersome to deal with?'" Gibson said.

RDECOM's FAST footprint reaches five Combatant Commands, 10 Army Service Component Commands, three Corps (I, III, XVIII), and three Combat Training Centers around the world.

DEPLOYING TO THEATER

The U.S. Army Materiel Command (AMC) started FAST

with two science advisors – one in Germany and one in South Korea – to address the lack of a connection between Soldiers and the Army's research, development and engineering centers. FAST was formalized under AMC in 1988. At that time the focus was on longer-term projects to reduce maintenance and operational costs with improvements to fielded systems. The program changed significantly in 2003 when it started providing quick-reaction capabilities as Operation Iraqi Freedom (OIF) began.

AMC's commanding general at that time moved FAST from AMC to the newly created RDECOM. Science and Technology Assistance Teams, composed of an officer, a non-commissioned officer (NCO) and a civilian engineer, were introduced and began six-month deployments in Iraq.

"Hostilities started, and within the first couple of months of the war, the AMC commander said we have to get science advisors down range. That was a new mission, forward deployed with combat units," Gibson said. "We've never had a shortage of civilian volunteers for these dangerous

assignments. I initially thought this was going to be a challenge for us, but it hasn't been the case. With the Special Forces task force, we had one civilian requirement and 22 volunteers."

FAST support to OIF continued until December 2011 when the U.S. withdrew from Iraq. FAST teams entered Afghanistan in 2006.

LINKING SOLDIERS TO ARMY SCIENCE AND TECHNOLOGY

FAST's three elements are: science advisors, quick reaction cells at RDECOM's seven subordinate organizations, and the headquarters staff at Aberdeen Proving Ground, Maryland. Before science advisors begin their assignments, they receive three weeks of training to become familiar with all facets of RDECOM as they represent the entire command, not just their home organizations.

Once science advisors identify a need and collect problem statements, they submit a request for information (RFI) to FAST headquarters. RFIs range from a simple question to a major capability gap.

"The quick reaction cells at the RDECs [Research, Development and Engineering Centers] and ARL [Army Research Laboratory] are a small group of people dedicated to working with science advisors, getting the requirements in, and then working with their people to get the right subject matter experts (SMEs)," Gibson said. "After the SMEs come up with the design, the prototyping effort is done at the prototype integration facilities."

FAST focuses on technical areas in which RDECOM has a capability to solve the issue. Because FAST science advisors represent the Army's science and technology community, the program partners with other organizations on issues outside the purview of RDECOM, Gibson said. Common partners are the Rapid Equipping Force, Corps of Engineers and U.S. Army Medical Research and Materiel Command.

The program also supports major training exercises such as Ulchi-Freedom Guardian, a combined effort between South Korea and the U.S. Through a team of seven FAST personnel across South Korea, RDECOM's goals were to identify capability gaps and find viable solutions as well as demonstrate the value of science and technology during a major exercise.

RECENT SUCCESSES

In U.S. Army Europe, military training is paramount at the Joint Multinational Training Command (JMTC). This command's niche is centered on partnering with other countries. JMTC exercises often feature forces from a dozen or more countries, and the focus is coalition building by training together.

During a training exercise in 2013, Sgt. 1st Class John Hardwick, the FAST advisor NCO, found that Blank Firing Adaptors (BFAs) used on Georgian Russian-built PKM machine guns caused a safety hazard that did not allow the weapon to be fired in a realistic manner. A BFA enables weapons to fire blank training cartridges during training. The problem was the PKM's BFA projected blank cartridge material up to 12 meters in front of the weapon, carrying with it the potential to cause injury to soldiers.

The on-site science advisors initiated an RFI and explained the challenge through FAST channels. This action enabled RDECOM to identify a technology organization able to assist – in this case, the U.S. Army Armament Research, Development and Engineering Center (ARDEC). The FAST project coordinator at ARDEC found a manufacturer of an alternate PKM BFA in the U.S. Two BFAs were procured and found operational in field testing, improving safety as the new BFAs projected blank cartridge material in a horizontal direction. These results enabled the science advisor to propose an RDECOM FAST project to supply an initial quantity of these devices for use in training exercises. The project was approved, and 300 PKM BFAs were procured.

In May 2014, Hardwick's replacement, Staff Sgt. Troy Casares, coordinated delivery of the BFAs to JMTC. The BFAs now enable soldiers from Georgia to train with their counterparts in a safer, more realistic manner at JMTC.

On another front, the U.S. European Command's (EUCOM) FAST office in Stuttgart, Germany, is now finding materiel solutions to EUCOM problems. The Keystone Program's challenge is to develop hardware that will allow multiple service and civilian emergency management systems to interoperate. The requirement is for the local military police, the joint services and local German emergency services to coordinate efforts in an emergency. ARDEC engineers successfully completed a critical design review Dec. 4, 2014, at Picatinny Arsenal in New Jersey. The system will now be demonstrated at U.S. Army Garrison, Stuttgart, and, once deployed, will increase the command's ability to protect the force and react to unforeseen events.

BENEFITS TO THE COMMAND

The FAST network of science and technology advisors in the field, Quick Reaction Coordinators and RDECOM-FAST headquarters has provided AMC and RDECOM with the means to quickly get technology into the field, as well as distribute needs to the research, development and engineering community. The program has provided field experience to many AMC scientists and engineers, tackled more than 1,200 projects, and introduced technical solutions into the field, some having contributed to cost avoidance, improved capability, training and safety.

RDECOM civilians selected as science advisors gain valuable experience from their assignments, Gibson said. More than 200 RDECOM civilian professionals have participated.

"We see these opportunities to be a science advisor as a great developmental opportunity for the civilian scientists and engineers," he said. "When they come back with these new skill sets from the operational Army, the command can use them in a job with greater responsibility."

The command also benefits by gaining a better understanding of Soldiers' diverse needs around the world.

"By being aware of what current requirements are, one of the benefits to RDECOM is tailoring the investment portfolio strategy in research and development," Gibson said. ■



ACROSS THE YEARS

For more than 50 years, AMC has provided materiel readiness to the joint warfighter across the globe. From the jungles of Vietnam to the deserts of Iraq and Afghanistan, the command has used challenges as the underpinning of innovation to equip and provide for Soldiers – anywhere, under any conditions. While conflict has changed, AMC’s dedication to being the Army’s premier provider of materiel readiness has remained steadfast.

THEN

The U.S. Army Materiel Command (AMC) played a vital role in providing materiel readiness to U.S. Soldiers during the Vietnam War. The organization, which was still in its infancy at the time, employed and developed a number of special programs and projects to accomplish its mission of supporting the warfighter. In 1965, before the supply system in Vietnam had matured, AMC used “push packages” to supply the forces in the region instead of relying on unit requisitions to pull materiel into the area. The use of push packages ended in 1967, but by that time, AMC had helped supply 931,227 line items to the region.

AMC’s efforts eventually led to innovations in logistics to ensure that supplies to the region were not delayed waiting for transportation or lost due to asset visibility. An early success was AMC’s involvement in the Red Ball Express, a special supply and transportation procedure designed to expedite repair parts to remove equipment from a deadline status. The program ended in 1970; by then, 98 percent of the more than

900,000 requisitions were processed. This program served as a basis of the Direct Support System that evolved after Vietnam as one of the mainstays of the Army supply system.

AMC’s key leadership in the field of logistics was augmented by the organization’s dedication to providing world-class customer service during the Vietnam War. AMC created Customer Assistance Offices to assist in solving non-routine logistical problems and Quick Reaction Assistance Teams composed of volunteers in various specialties who were prepared for immediate dispatch to Southeast Asia in response to any problem.

The Vietnam War also led to a decade of innovation as AMC worked to supply Soldiers with the most advanced technology available. AMC Soldiers and civilians developed next generation radios, switches, teletypewriters, telephones and more. AMC also made advances in numerous other technical fields including freeze-dried and concentrated foods, automated warehouses and weapon systems.

NOW

AMC’s greatest accomplishments during the past decade came from its efforts to support the joint warfighter on two fronts – Iraq and Afghanistan – while simultaneously providing humanitarian efforts around the globe. Like in Vietnam years before, the past decade saw an impressive transformation in the logistical community. Technology streamlined logistics operations, as AMC mobilized its vast resources to quickly respond to warfighter’s needs in Operation Enduring Freedom and Operation Iraqi Freedom.

Early efforts saw the AMC force grow by more than 8,500 personnel in support of ongoing operations. The command led the way in providing Soldier necessities – from meals, clothes and cots, to ammunition, vehicles and helicopters – through a growing logistical chain. Today, AMC is regionally aligned to support Combatant Commands, providing resources through a team of teams that includes Army Field Support Brigades, Contracting Support Brigades, Transportation Brigades, and Field Assistance Science and Technology Teams.

AMC leadership used lessons learned from past deployments to innovate in a number of key areas of materiel readiness. The introduction of the Logistics Information Warehouse (LIW), a repository for Army logistics data that provides a single source to access data and information required for managing Army materiel, was one such innovation that changed the dynamics of Army logistics. The LIW allowed a broad overview of equipment and logistics, enabling decision making, in-depth analytics, and long-term trend analysis for senior leaders, never before seen.

Once again, the decade-plus of combat led to ingenuity and innovation as AMC equipped the warfighter. The Army and AMC focused technological advances on lightening the Soldier’s load while providing increased protection. Major advancements were made across the span of equipment – from better armor on vehicles to cutting-edge night vision goggles; from sophisticated weapons systems to better head protection with helmets. These innovations help AMC develop and deliver global readiness solutions to the joint warfighter – anytime, anywhere.

MODERN ERA



1960S ERA



U.S. Army photos

ACROSS THE YEARS

VIETNAM ERA

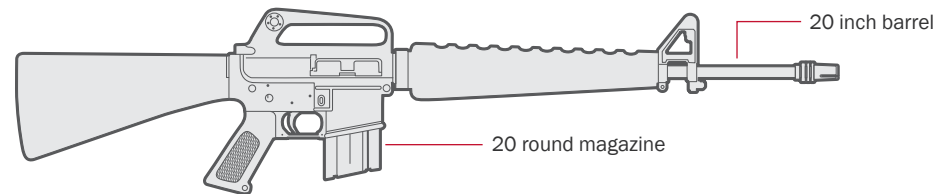
- M-1 steel helmet with liner and camo cover
- M1956 suspenders
- Olive green uniform
- M16 Rifle [detail below]
- M1956 universal ammo pouch
- M18 colored smoke grenade
- M61 fragmentation grenade

MODERN ERA

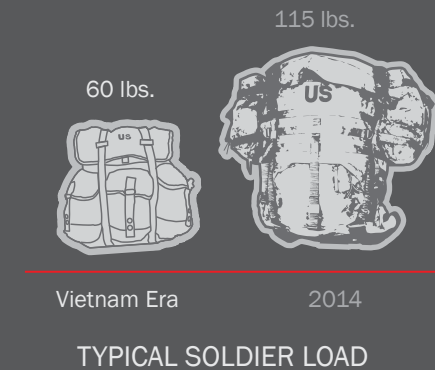
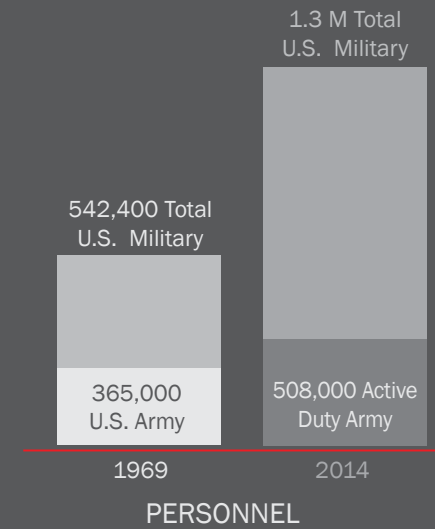
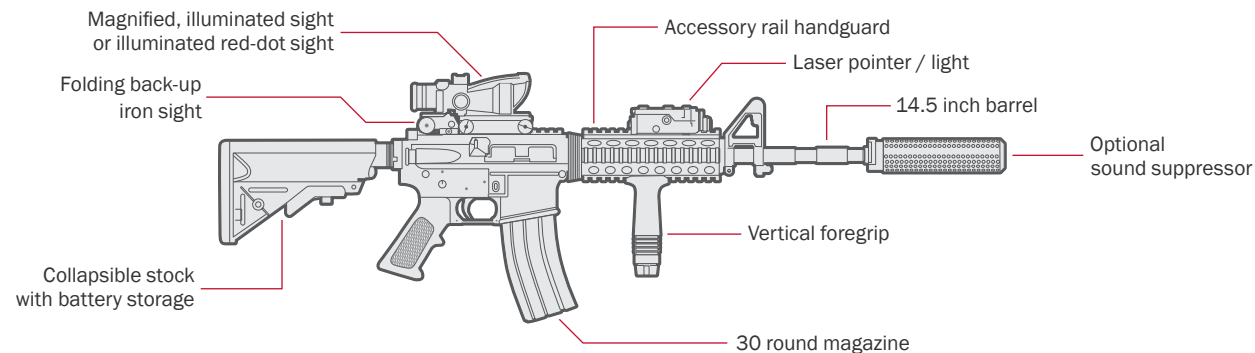
- Satellite and GPS communication
- Ballistic fiber Advanced Combat Helmet with night vision equipment mount
- Radio headset
- Ballistic Armor
- Operational Camouflage Pattern (OCP) uniform
- Integrated Magazine carrier
- M4A1 Carbine [detail below]
- Knee pads
- Robot support

FIVE DECADES OF EVOLUTION

M16 RIFLE - 1960s



MODERN M4A1 CARBINE



LOG CHRONICLES

HIGHLIGHTING THE CONTRIBUTIONS OF PAST PROFESSIONALS

Retired Command Sgt. Maj. John L. Hoffman served more than 30 years in the Army's Ordnance Corps before entering civilian service. As an ordnance Soldier, he supplied Army combat units with weapons and ammunition. He was inducted into the U.S. Army Ordnance Corps Hall of Fame in 2001 for his contributions to enhance the Ordnance Corps including the reclassification of thousands of ordnance Soldiers following the end of the Intermediate-Range Nuclear Forces Treaty, and his involvement in the most extensive reorganization in the ordnance school's history.

- Q:** What Army innovation has created the biggest impact since the Vietnam War?
- A:** The M1 Abrams tank, still the best tank in the world, replaced the antiquated system of the M60 tank. The M1 is fast and has better armor and guns. Truly top-of-the-line.
- Q:** What was your experience with Army logistics during the Vietnam War?
- A:** As a private first class, I simply remember that we always had everything we needed.
- Q:** Today's MREs include pizza and energy bars. What was your favorite in Vietnam?
- A:** Well, in Vietnam we had Long Range Patrol (LRP) rations and C-rations in tin cans. Peaches were good. We also enjoyed the chocolate bars - Soldiers referred to them as "John Wayne" bars. Ham and eggs in a can were good with hot sauce. Hot sauce made everything taste good.
- Q:** What hasn't changed since Vietnam?
- A:** We still have the finest Army in the world. The American Soldier is very, very innovative. If something is needed, they will figure out how to do it.
- Q:** How did Army logistics provide Vietnam-era Soldiers with the decisive edge?
- A:** Vietnam was the first implementation of helicopters in war. Medevacs responded quickly to pick-up a wounded Soldier. In 24 hours or less, helicopters would fly in food and water. Helicopters were key to logistics.



"Vietnam 1967: This is where I live. Here I am firing the M60; this is the weapon we use in planes, as well as on the ground. It's a bad picture. It looks like I am smiling, but the weapon is firing so fast, I can't hold it down... I am biting my lip."

BUYING IN MOUNTAINS & JUNGLES

By ACC Public Affairs



Army Contracting Command Soldiers head to a helicopter in West Africa. They were in the region to provide contracting support to Operation United Assistance, the relief effort to contain the spread of the Ebola virus, as part of the international assistance effort supporting the governments of Liberia, Sierra Leone and Guinea. (U.S. Army photo)

With more than 6,000 military and civilian employees at more than 100 locations worldwide, U.S. Army Contracting Command (ACC), the Army's major purchasing agency, provides goods and services in any location or circumstance to achieve mission success. "Whether they are deployed to the jungles of South America or the mountains of Afghanistan – if a Soldier needs it, ACC buys it," said Maj. Gen. Ted Harrison, ACC commanding general. "ACC provides contracting support to both the Army's stateside-based generating force and also its operating forces as they deploy around the globe."

In Fiscal Year 2014, the command executed more than 170,000 contract actions valued at more than \$50 billion, or about 70 percent of the Army's contract dollars and 15 percent of the total spent on contracts by the entire federal government.

Headquartered at Redstone Arsenal, Alabama, ACC is a major subordinate command of the U.S. Army Materiel Command (AMC) with

two subordinate one-star commands – the Expeditionary Contracting Command (ECC) and the Mission and Installation Contracting Command (MICC). The organization also has five major contracting centers that support AMC's life cycle management commands and mission support commands. The centers also provide contracting support to several program executive offices and program managers supporting the U.S. Army's major acquisition programs. ECC's nine contracting support brigades, three of which are attached to the MICC, are aligned with the Army Service Component Commands and Army Corps. They provide the Army with contingency contracting forces that can deploy anywhere in the world on very short notice.

In addition to meeting mission requirements around the globe today, ACC is developing contracting tools and processes that will continue to provide joint warfighters, Soldiers and their Families the goods and services they will need in the Army of 2030.

"The Army is changing its footprint," Harrison said. "We're becoming a less forward-stationed Army and a more expeditionary Army. So we're taking a look at ourselves, leveraging technology and looking at different ways we can do business. We're looking at how we organize ourselves potentially along customer lines, functional lines [types of contracting] and geographic lines."

Harrison said ACC must have the resources required to do the contracting mission.

"We have to get this right because if you don't adequately resource the contracting process, the risks often don't manifest themselves right away," he said. "We're going to have to articulate what resources it takes to properly perform the entire contracting mission from requirement generation and acquisition planning through receipt and acceptance and contract closeout."

Part of the command's plan for 2030 includes growing the next generation of contracting professionals, he added. "Our people are our most valuable resource. They constitute our biggest investment in terms of dollars and underpin everything we do to support our mission."

Developing people involves training and part of that training comes through the annual DOD-sponsored, ACC-managed Operational Contract Support Joint Exercise (OCSJX).

"OCSJX is the premier operational contract support exercise," Harrison said. "It is designed to prepare uniformed and civilian operational contract support professionals to deploy and support any contingency mission."

The exercise provides DOD contracting and support professionals training on joint skills and warrior tasks, including control of contracting operations, contract planning, execution and administration.



Air Force and Army contracting specialists work a problem during the Operational Contracting Support Joint Exercise 2014 at Fort Bliss, Texas.

ACC is also exploring a number of e-business tools to support the Soldier of 2030.

"We are constantly looking for more efficient, more effective ways to do business," he said. "As a global enterprise, we rely heavily on information technology solutions to accomplish our mission."

One of the Army's newest commands – activated in 2008 – ACC has realigned its forces and reorganized its staff to be more efficient and effective. ACC attached its stateside-based ECC military units to stateside ACC contracting centers and MICC offices, allowing the ECC commander to focus on overseas contingency support. The MICC and ACC contracting centers gained direct supervision of Soldiers supporting stateside operations.

"We have contracting support brigades regionally aligned with Army Service Component Commands and theater armies as part of Army distributed capabilities," Harrison said. "ACC also has two additional contracting support brigades stateside as part of the available pool for allocation under the global force management process."

ACC forces were mobilized to support Operation United Assistance in West Africa to combat the deadly Ebola virus. The command is also assuming the contingency contract administrative support mission from the Defense Contract Management Agency for operations in Africa and the Middle East, and will serve as the lead for DOD contracting operations in Afghanistan as U.S. forces draw down.

Regardless of how the Army is organized or what its footprint is in 2030, Harrison said, "Army Contracting Command will be there, purchasing the equipment, supplies and services our warfighters need to complete the mission." ■



More than two dozen contingency contracting officers from the 922nd Contingency Contracting Battalion assist in the fight to eradicate the Ebola virus in West Africa. (U.S. Army photos)

SDDC: TRANSFORMING TO ADVANCE EFFICIENCIES IN THE FUTURE

By Mitch Chandran, SDDC Public Affairs

Military Surface Deployment and Distribution Command (SDDC) has supported combat operations throughout the last 13 years and developed innovative deployment, distribution, sustainment and redeployment solutions providing warfighters what they need, when they need it, anywhere in the world.

When Operation Enduring Freedom began in Afghanistan in 2001, SDDC shifted its traditional logistics planning from improvisational cargo movements, as seen during Desert Shield, to a more precise, strategic and synchronized transportation effort. With the command celebrating its 50-year anniversary this year, SDDC has invested more time and resources improving its global transportation processes during the last five years than it did the prior 45 years collectively.

SDDC's global reach gives U.S. Transportation Com-

"This required us to leverage talent and capabilities from other government agencies and the commercial transportation industry, which is now standard practice for us today."

In 2002, only one surface route into Afghanistan was available to logisticians once military cargo arrived at the Pakistani seaport of Karachi. The Pakistan Ground Lines of Communication (PAKGLOC) was the sole surface transportation route and best value routing option into and out of Afghanistan. Since 2002, the command developed additional processes to advance and supplement the PAKGLOC to include the multimodal concept which combines surface and air routes giving the best value each mode offers; the Northern Distribution Network to supplement the PAKGLOC advancing surface route choices; and Velocity, Volume, Distribution and Retrograde, or V2DR, which streamlined redeployment and retrograde

Members of the 1173rd Deployment Distribution Support Battalion (DDSB) load the last Mine Resistant Ambush Protected vehicle out of Iraq and aboard the freighter Ocean Crescent at the Port of Ash Shuaiba, Kuwait, March 24, 2012, for transport to the United States. The 1173rd DDSB is a Deployment Support Command Army Reserve unit assigned to SDDC. (U.S. Army photo by Cpl. Jordan Johnson)



Throughout the last 13 years, SDDC orchestrated movements of more than 3.8 million shipments of military cargo to include rolling stock and containers. Collectively, this weighs in at around 69.5 billion pounds. If melted down and stuffed into 20-foot containers, the command would have used about 3.9 million containers, which lined end-to-end would stretch more than 7,400 miles, or from Scott Air Force Base, Illinois, to Kandahar, Afghanistan.

Looking ahead, the command continues to position itself to be more viable and resilient in 2015 and beyond to remain relevant to service members, Combatant Commanders, commercial partners and other stakeholders, Davidson said. The command continues to maintain the agility and adaptability of adjusting direction toward a future of providing capability-based solutions to support joint and Army commanders' requirements.

Other initiatives SDDC implemented include improved business practices, identifying and forecasting commercial capabilities supporting global deployments and redeployments, improved in-transit visibility capabilities, and defining requirements for a responsive human capital program, among other priorities.

"We've started implementing more effective business processes," Davidson said. "We must communicate and help all vested interests understand how we operate. This includes the interrelationships between our business areas and our customer's challenges. A customer experience management culture which attracts and

satisfies our customers' challenges remains critical to our continuing success."

In this period of reduced budgets, one of the command's top priorities is to continue cutting costs while offering a higher level of best value service.

"We've already initiated the development of a cost conscious culture," Davidson said. "Reshaping the way we think about budgets and striving to be even better stewards of taxpayer dollars is paramount to our future success."

The command's reshaping for the future will continue as SDDC adapts to global environmental and political changes.

The success of an Army command with 4,500 personnel worldwide, of which half are Reservists, could not have been attained without the partnerships with the commercial transportation industry and other government agencies, Davidson said.

As a major subordinate command of the U.S. Army Materiel Command and the Army Service Component Command to TRANSCOM, SDDC is responsible for planning, booking, shipping and tracking cargo; conducting port operations; and managing personal property moves for America's warfighters, other federal employees and their Families. The command also leverages the commercial transportation industry as the coordinating link between DOD surface transportation requirements and the capability industry provides. ■

DOD relies on a combination of DOD owned and commercially owned chain tie down flatcars to transport military vehicles during both peace and wartime. Currently, SDDC owns and maintains more than 2,000 rail cars ranging from cabooses to 89 foot chain tie down flatcars. (U.S. Army photo by David Ruderman)

ARMY SUSTAINMENT COMMAND

READINESS IN A DYNAMIC WORLD

By ASC Public Affairs



The U.S. Army Sustainment Command (ASC), located at Rock Island Arsenal, Illinois – the home of Army logistics – sustains Army and joint forces around the world in support of Combatant Commands (COCOMs), now and in the future. ASC synchronizes and integrates U.S. Army Materiel Command (AMC) capabilities, forming a bridge between the national sustainment base and Combatant Commanders at home and in the field.

The command's scope is global, with seven Army Field Support Brigades (AFSBs) and 70 Logistics Readiness Centers (LRCs) in 32 states and 19 countries around the world. In addition to the Army and its sister services, ASC provides sustainment support to interagency, intergovernmental and multinational organizations.

"As we move forward to sustain the Army and joint forces of 2025 and beyond, ASC will retain the level of responsiveness, flexibility and scalability we developed during recent conflicts," said Maj. Gen. Kevin O'Connell, ASC commander.

"Supporting Combatant Commanders is one of ASC's top priorities and our most important mission."

In the field, the command assures combat readiness through forward repair activities, and enables the retrograde and redistribution of equipment where needed. The Logistics Civil Augmentation Program provides base life, supply, distribution and maintenance to deployed commanders, providing a services support structure not otherwise available in the Army. This capability will continue to be important to a U.S.-based expeditionary Army as it transitions to a more agile force.

ASC is regionally aligned with COCOMs, providing a power projection capability throughout the world and strategic depth and flexibility to the Army.

"The alignment of AFSBs consolidates AMC's capabilities and is adaptable to any environment," said O'Connell. "It answers the Combatant Commander's question, 'Where do I go for support?'"

LEFT: Mine Resistant Ambush Protected vehicles that have been processed for retrograde to the U.S. by the Army Sustainment Command's 401st Army Field Support Brigade are staged to be loaded and airlifted out of theater from Kandahar Air Field, Afghanistan. ASC forms a bridge between the national sustainment base and Combatant Commanders at home and in the field. Repair, retrograde and redistribution are top priorities for the organization, supporting materiel readiness across the globe. (U.S. Air Force photo by Tech. Sgt. Jason Robertson)

RIGHT: "Ironhorse" Soldiers of the Combined Arms Battalion, 1st Brigade Combat Team, 2-12 Cavalry Division, inspect equipment from the European Activity Set in Grafenwoehr, Germany. (U.S. Army photo by Mike Printer)



ASC also maintains and modernizes the Army Prepositioned Stocks (APS) program, maintaining the Army's ability to rapidly project combat power. Through the APS program, ASC modernizes, stages, stores and maintains brigade-sized equipment packages throughout the world both on the ground and afloat on ships, providing the Army with responsive strategic reach to ensure the U.S. can react quickly in support of our allies.

As the Army transitions from a forward-deployed to a U.S.-based force, ASC is adjusting its capabilities to provide materiel management accordingly.

At home, ASC supports Army forces by ensuring materiel readiness. The LRCs, formerly the Directorates of Logistics, provide the sustainment and power projection capability required by a force based in the continental U.S., but able to respond quickly to global contingencies.

ASC's Distribution Management Center ensures that Army forces have their authorized equipment at the right time, in the right place. ASC distributes new equipment and redistributes equipment already in the inventory to fill unit shortages, in accordance with Army priorities.

In addition to ensuring Army units are equipped to their authorizations, ASC provides field-level maintenance, supply, services and transportation both at home and on the battlefield to make sure the equipment is ready to roll.

The Enhanced Army Global Logistics Enterprise (EAGLE) program is changing the way the Army contracts for supply, maintenance and transportation services at home station. EAGLE is expected to reduce costs and increase competition in contract awards as well as consolidate current contracts, standardize performance work statements and reduce administrative costs.

Internally, ASC is also focusing on a number of civilian personnel initiatives. The command initiated the Voluntary ASC Placement Program which allows internal volunteers to apply for non-competitive lateral reassignments and the ASC Supplemental Priority Placement Program to accommodate registered employees stationed overseas.

"Recognizing and rewarding employees is a priority at ASC," said O'Connell. "We highlight the effort and achievement of our highly talented workforce through several award, recognition and incentive programs."

ASC is positioned to help shape Army logistics in support of the Chief of Staff of the Army's vision for the Army of 2025 and beyond, said O'Connell.

"Since the global environment is dynamic, the Army is poised to become a force of many missions, conducted at many speeds and under many conditions," he said. "ASC will continue to support and sustain these missions."

ASC continues to evolve as Army and DOD requirements change and is prepared to meet the nation's needs well into the future. ■



USASAC

SUPPORTS ENGAGEMENT STRATEGIES, STRENGTHENS GLOBAL PARTNERSHIPS

By Kim Gillespie, USASAC Public Affairs

The U.S. Army Security Assistance Command's (USASAC) mission of building partner capacity, supporting engagement strategies of Combatant Commands (COCOMs) and strengthening U.S. global partnerships plays an integral role in the Army Operating Concept 2020-2040 and its core competency of "shape the environment."

Providing Combatant Commanders with multiple options to prevent conflict, shape security environments and win wars relies on the Army being part of joint, inter-organizational and multinational teams. Through USASAC's security assistance programs and Foreign Military Sales (FMS), COCOMs can help build the capacity of eligible international partners to provide both interoperability and an independent capability in their areas of responsibility.

"Delivering materiel, services and training while maintaining and cultivating friendships happens on a daily basis at USASAC, and is vital to achieving U.S. national security objectives," said Maj. Gen. Mark McDonald, USASAC commanding general. "Building true interoperability with our

allies and partners is key to building a credible deterrence force."

The strategic importance of security assistance is seen in how it is structured, with security cooperation being a Department of State program executed by the Defense Security Cooperation Agency within DOD. The Deputy Assistant Secretary of the Army for Defense Exports and Cooperation oversees all Army FMS, while USASAC serves as the lead for the U.S. Army Materiel Command's (AMC) Security Assistance Enterprise.

The Security Assistance Enterprise is comprised of employees from various commands and organizations who are dedicated to supporting the FMS process through their organization's particular mission or skills. AMC's life cycle management commands – Aviation and Missile Command, Tank-automotive and Armaments Command, Joint Munitions Command, and Communications-Electronics Command – all have Security Assistance Management Directorates that work directly with USASAC to fulfill FMS case requirements for their particular

ABOVE: Former Deputy Defense Minister of Saudi Arabia Amir Salman bin-Sultan inspects a U.S. Army AH-64E aircraft at the Boeing facility in Mesa, Arizona. Prince Sultan visited the factory during the delivery ceremonies of Saudi Arabia's first AH-64E helicopter in 2014. (U.S. Army photo by Richard Bumgardner)

A Soldier from the U.S. Army Security Assistance Training Management Organization (SATMO) listens to a sand-table briefing given by members of the Liberian Army during a mobile training team deployment to Liberia in 2014. SATMO provided two groups of Soldiers who trained Liberian Army soldiers to serve as NCO Academy instructors for future courses. (U.S. Army photo by Capt. Chris Hudson)



commodity. The Army Contracting Command performs the underlying contracting services in conjunction with the program executive offices and program managers who assist in system acquisition.

"Not only do we provide our partners the same defense articles and services provided to our Soldiers, but we also use the same structure and processes," said McDonald. "Additionally, we emphasize our partners take a 'total package approach' that offers life cycle management for FMS and includes equipment, spare parts, training, publications, technical documents, maintenance support and other services which ensure a long-term capability and relationship."

USASAC also has two subordinate organizations that provide unique services in support of security assistance and FMS. The Office of the Program Manager, Saudi Arabian National Guard Modernization Program (OPM-SANG), located in Riyadh, Saudi Arabia, operates similarly to other security cooperation offices around the world, but is significantly expanded with six advisor divisions that include Maneuver, Aviation, Support and Sustainment, Health Affairs, Technical Affairs and Force Integration.

USASAC's other subordinate organization, the U.S. Army Security Assistance Training Management Organization (SATMO), is located at Fort Bragg, North Carolina. Its mission is to provide tailored training outside the continental U.S. to international partners. While much of the training is linked to FMS cases for equipment and systems, it also provides skills training to other militaries and even customizes its training for cases and cultures as needed.

Another aspect of security assistance and FMS is the divestiture of Excess Defense Articles (EDAs) to foreign partners. EDAs are equipment that are excess to Army requirements or are no longer part of the Army inventory and have been designated as available to approved international partners through the FMS process. Using the FMS process to divest the U.S. of these items has numerous benefits: building partner capacity in a low-cost and effective manner; saving on potential storage costs; saving on demilitarization costs; and most importantly, offering opportunities for modernization, repair and renewal, and refurbishment work of EDA and FMS by Public-Private Partnerships at U.S. depots. Many countries, including Iraq, Saudi Arabia, Morocco and Jordan, have utilized the services of the depots during the past several years, resulting in thousands of man-years of work added at these facilities.

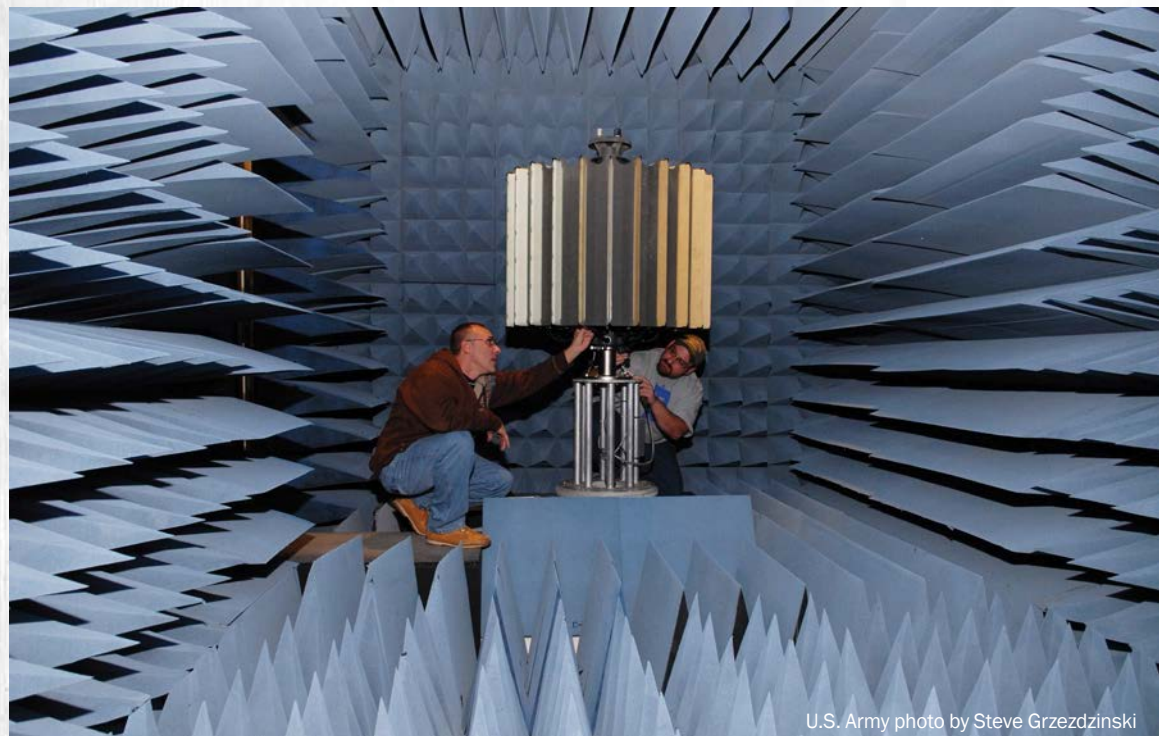
In addition to divestiture, USASAC is essential to executing urgent requirements such as fast-tracking processes to accelerate delivery of assets that may be needed based on the regional security environment. USASAC also facilitates coalition operations that assist U.S. contingency operations, and supports U.S. presidential directives such as the Foreign Assistance Act for unforeseen emergencies.

USASAC's FMS reached \$20.7 billion in Fiscal Year 2014, with a total program value exceeding \$150 billion and a case-load now exceeding 4,700 cases.

"USASAC serves as the Army's 'face to the world,' and through its mission, ensures the Army and its Soldiers will remain globally responsive and regionally engaged," McDonald said. ■

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.

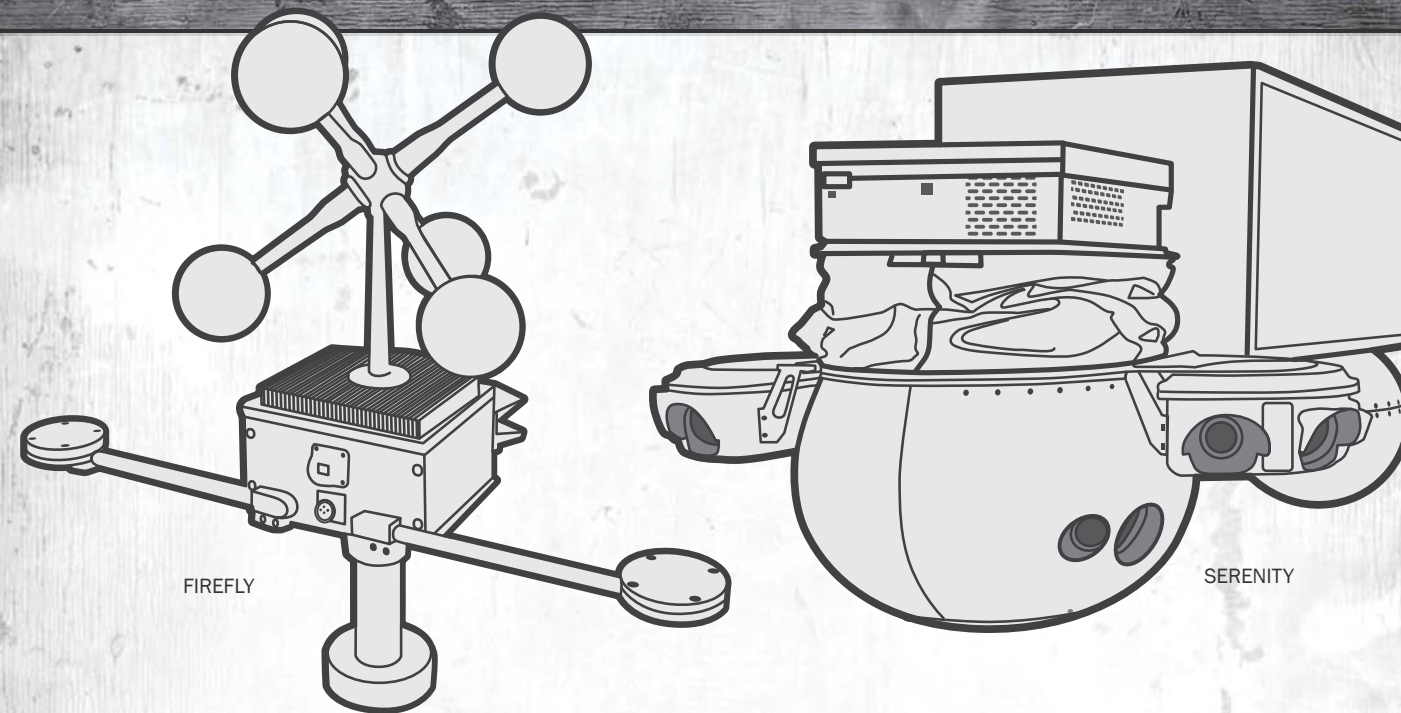


U.S. Army photo by Steve Grzezdzinski

MECHANICAL LIVE FIRE TEST SIMULATOR

Warfighters stake their lives on the accuracy of Tobyhanna Army Depot's groundbreaking technology every time they set up Lightweight Counter Mortar Radar (LCMR) systems in the field. Personnel at the depot, located in Tobyhanna, Pennsylvania, test and repair LCMR systems using a first-of-its-kind, mechanical live-fire test simulator that replicates war zone scenarios. LCMR systems sense enemy fire and warn the force so they can respond to, suppress or destroy incoming mortars. The Mechanical Live Fire Test Simulator facility is the only enclosed indoor simulator for counter-fire radar and LCMR in the world. The simulator is housed in an anechoic chamber and has the capability to electronically generate weapon simulations now

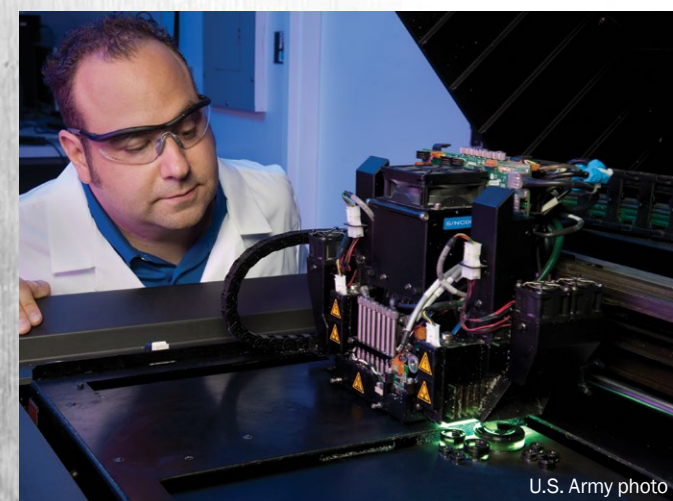
being performed by actual mortar fire on outdoor ranges. Technicians test the radar by placing it on an azimuth positioner in the center of the chamber and use a complex system of electronics to simulate scenarios available on an outdoor range. Each test within the chamber saves the Army thousands of dollars compared to actual live-fire testing. Tobyhanna has more than 500 employees dedicated to radar systems support, including the largest concentration of electronics mechanics with radar skills in the DOD. Engineering personnel, who also work closely with original equipment manufacturers to provide technical solutions to real-world problems, are dedicated to continuously improving the depot's radar repair processes and developing capabilities that take on new and emerging technologies.



SERENITY AND FIREFLY SENSORS

Two government-developed sensors are working together to increase the security of deployed Soldiers. The Serenity and Firefly sensors employ government-developed algorithms, software and hardware to locate hostile fire. The technology, a joint effort between the Army Aviation and Missile Research, Development and Engineering Center (AMRDEC) and the Army Research Lab (ARL), has been under development for more than a decade. The Serenity payload provides 360-degree hemispherical surveillance coverage, has self-contained power, and includes the Firefly acoustic sensor coupled with an electro optical array. The Firefly, although small and cost-effective, is sophisticated

enough to group threats into classifications such as small arms fire, heavy machine gun or rockets/artillery/mortar and geo-locate with a high degree of spatial accuracy. Together, the two sensors are able to locate hostile fire and communicate the shooter point of origin in Universal Transverse Mecator coordinates to the tactical Operations Center using cursor-on-target protocol. Threat cueing and classification information allows the Soldier operating the defensive systems to give prompt attention to the hostile threat. The Serenity payload has been deployed to theater in the Middle East with additional deployments planned for other areas of the world.



U.S. Army photo

3-D PRINTING AND ADDITIVE MANUFACTURING

U.S. Army Materiel Command (AMC) scientists and engineers are exploring the use of 3-D printing and additive manufacturing techniques as potential solutions to a variety of challenges facing the military. Researchers at AMC subordinate organizations including the U.S. Army Armament Research, Development and Engineering Center, the Edgewood Chemical Biological Center, and the Natick Soldier Research, Development and Engineering Center, are exploring next-level capabilities such as printing sensors directly onto weapons or articles of clothing, printing weapons and munitions components, and even printing food for Soldiers. One of the long-term goals for 3-D printing is to reduce research and development time by designing, developing, testing and redesigning components without the need for prototype production.



The Rock Island Arsenal Joint Manufacturing and Technology Center has a wide-ranging workload that is made possible through partnerships with industry. (U.S. Army photo)

WORKING TOGETHER

PUBLIC-PRIVATE PARTNERSHIPS KEEP THE ARMY PREPARED FOR ANY ENGAGEMENT

For the 21st century U.S. Army, readiness has played a key role in making it the preeminent force around the globe.

The U.S. Army Materiel Command (AMC), the Army's premier provider of readiness, discovered over the past two decades that collaboration with private entities is vital to properly train, equip and prepare the warfighter. For more than 16 years, AMC has used the Public-Private Partnership (P3) program to provide opportunities for greater collaboration between the Army and private industry.

"We consider industry a full partner," said John Nerger, AMC executive deputy to the commanding general. "It's industry that has partnered with the Army to build and sustain combat power over the last 12 years; it's industry that's deployed with us on the battlefield, and employees have sacrificed with us...it's all of us working together in support of our joint warfighters."

P3s are agreements between an Army facility and one or more private entities to perform work or to use the Army's facilities and equipment. The agreements allow private entities to take advantage of the critical capabilities and skill sets developed over the past decade by the Organic Industrial Base (OIB). Made up of arsenals, depots and ammunition plants across the nation, the OIB has facilities, manufacturing capabilities and thousands of highly skilled, experienced professionals who provide combat readiness on a daily basis.

"Collaborating with partners from industry, academia, other government agencies and across the Department of Defense is vital to our ability to integrate technologies and develop advanced capabilities that improve our warfighters' effectiveness and efficiency," said Paul Rogers, director of U.S. Army Tank Automotive Research, Development and Engineering Center at the Detroit Arsenal in Warren, Michigan. "The future of Army ground vehicle systems capabilities depends on continued strategic engagement with these partners."

What makes partnering attractive for industry is the OIB's unique facilities, including environmental permits, storage and testing sites, specialized and modernized equipment, and trained, experienced and adept workforce who in many cases are credentialed and certified, said Nerger.

The OIB has unmatched technology and unique capabilities, including a Rotary Forge Machine at Watervliet Arsenal in New York, a Whirltowers and Bearing Reclamation at Corpus Christi Army Depot in Texas, and a 7-Axis Machining Center and 11-Axis Tube Cutter at Rock Island Arsenal in Illinois. AMC has invested \$1.5 billion in OIB installations under the Capital Investment Program, ensuring equipment and facilities are start-of-the-art.

Over the past two decades, the Army and its partners have experienced numerous successes across AMC's

subordinate commands through P3s. In Fiscal Year 2014, AMC had more than 300 P3s across the command, valuing more than \$200 million. A few examples include:

- The Letterkenny Army Depot (LEAD) has been using P3s for more than a decade to establish facilities and operations only possible through the combination of Letterkenny manpower and infrastructure, and the supply logistics of industry. In FY14, LEAD had 26 P3 contracts valued at more than \$14 million.
- The McAlester Army Ammunition Plant (MCAAP) has had strong working relationships with industry partners dating back to 1994. Over the past several years, the plant has generated millions of dollars from dozens of P3s, and created one of the most dynamic and functional workforces in the military by combining government and industry personnel into one cohesive team. In FY14, MCAAP had 36 contracts generating more than \$20 million in revenue.
- Tank-automotive and Armaments Command has seen recent successes across its installations through collaboration with industry on a number of projects and programs ranging from add-on armor to water purification and mortar manufacturing. The command generated more than \$150 million in P3s in FY14.
- The Red River Army Depot (RRAD) uses P3s to work alongside private industry to support AMC's most important customer – the Soldier. In FY14, RRAD generated more than \$20 million in revenue.

"Leveraging the best from the public and private sectors gives our installations the edge," said John B. Johns, deputy assistant secretary of defense for maintenance policy and programs. "It provides them with the ability to maximize resources to maintain a strong industrial base in support of the warfighter."

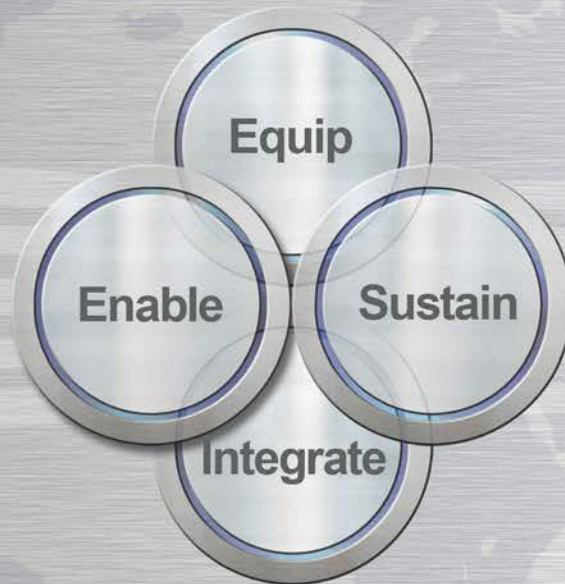
AMC has established quarterly meetings at different Centers of Industrial and Technical Excellence so industry and Army leaders can dialog and discuss opportunities. Army senior leaders continue to stress the importance of continued open communication between their organizations and current and future collaborative partners.

"It's in all of our best interest to maintain a viable Industrial Base," Nerger said. "The Industrial Base is what allows our Soldiers, Sailors, Airmen and Marines to succeed. It equips and sustains them, and ultimately saves lives."

For more information about the P3 program, or how industry can collaborate with an AMC depot, arsenal or ammunition plant, go to www.amc.army.mil/amc/partnershipopportunities.html. The website provides contact information for the business development offices at each installation, or contact the AMC P3 program manager at 256-450-7128. ■

“AMC is committed to being the *premier provider* of Army and *joint readiness* for the men and women who wear the uniform of the *best-equipped, best-trained, best-led Army in history.*”

— General Dennis L. Via, AMC Commanding General



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