

AMC TODAY

SUSTAINING THE STRENGTH OF THE NATION

U.S. ARMY MATERIEL COMMAND MAGAZINE

OCTOBER - DECEMBER 2015



IN THIS ISSUE:

**A CLOSER LOOK AT
AMC'S WORLDWIDE REACH**



VANTAGE POINT

GENERAL DENNIS L. VIA
AMC COMMANDING GENERAL

Today more than ever before, our United States Army must be equipped to win in a complex world across multiple mission sets, under widely varied conditions, in unforgiving geographies, and against evolving threats. As a result, the U.S. Army Materiel Command (AMC) is positioned around the world as the Army's enabler to ensure combat readiness. With a presence in nearly 150 countries, AMC is a global logistics and materiel powerhouse, providing predictive readiness to our Army and the joint force.

This edition of *AMC Today* highlights our global presence. From aviation to ground combat vehicles, from communications to contracting, from muni-

“...AMC DEVELOPS AND DELIVERS GLOBAL READINESS SOLUTIONS EVERY DAY AND IN EVERY THEATER”

tions to research and development, and installation logistics support to the destruction of chemical weapons, AMC develops and delivers global readiness solutions every day and in every theater.

The pages that follow detail our worldwide, expansive portfolio of capabilities across AMC's 10 major subordinate commands (MSCs). Our MSCs form a global network that postures AMC to provide world-class support.

Regionally aligned and engaged, AMC provides resources, strategic agility and operational flexibility to Combatant Commanders and the joint force through a team of teams. Our Army Field Support Brigades serve as AMC's "face to the field," integrating and synchronizing logistical support and delivering full materiel enterprise capabilities to units and commanders. Contracting Support

Brigades provide flexible and agile contracting support for Army, joint and installation operations within the continental United States and overseas. Transportation Brigades are involved in worldwide port operations around the clock, moving nearly all defense cargo for unit deployments, redeployments, training rotations, exercises, humanitarian assistance missions and other contingencies. Research and Development Forward Elements serve as a critical link between our stateside and overseas research efforts. Meanwhile, our Army Prepositioned Stocks and Activity Sets are strategic enablers for Combatant Commanders, allowing them to train and respond quickly with our allies and partner nations to shape the operational environment within their respective areas of operation.

As the commanding general of AMC, I am continually impressed by the daily worldwide accomplishments of this tremendous organization and its people. AMC's workforce of 63,000 strong continues to provide readiness to the joint warfighter amidst a complex and ever-changing environment. On any given day around the world, the AMC workforce provides 190,000 meals, supplies more than one million gallons of water, obligates nearly \$150 million in contracts, resets 230 pieces of equipment, and secures nearly \$70 million in Foreign Military Sales. Wherever and whenever the Army calls, AMC provides.

In an ever-increasing complex and uncertain world, AMC will continue to provide the advanced equipment and materiel solutions that will ensure our United States Army remains the most dominant land power force the world has ever known.

AMC – Sustaining the Strength of the Nation!

OPPOSITE: U.S. Soldiers perform support activities and training exercises alongside the Republic of Korea army. Earlier this year, the unit that served on the Korean Peninsula since 1965 was replaced by the 2nd Brigade Combat Team, 1st Cavalry Division, the first of many future rotations for U.S. forces to South Korea. (U.S. Army photos)



VANTAGE POINT

A LOOK AT AMC SUPPORT TO ROTATIONAL FORCES KOREA

AFTER YEARS OF PLANNING AND PREPARATION, THE ARMY FORMALIZED ITS RESTRUCTURE IN KOREA WITH A SHIFT TO ROTATIONAL FORCES IN JULY 2015.

The initiative that provides an increased level of readiness rotates whole units into the country. These units train together stateside and deploy as one force, replacing the traditional stationing of individual Soldiers.

Using its worldwide team of teams, the U.S. Army Materiel Command (AMC) successfully supported the transition between the historic role of the 2nd Infantry Division's 1st Brigade Combat Team in Korea and Fort Hood's 1st Cavalry Division's 2nd Brigade Combat Team in Texas. AMC elements provided port operations, assembled equipment and painted vehicles. They also established reception, staging, life support activities and transportation, and created the Korean Enduring Equipment Set.

The 403rd, 404th and 407th Army Field Support Brigades (AFSBs), Logistics Readiness Centers, Contracting Support Brigades and Transportation Brigades collaborated to expertly provide predictive readiness.

The 403rd AFSB championed AMC's support to the Korean peninsula by placing logistics power forward. In partnership with 8th Army, the 2nd Infantry Division and the 19th Expeditionary Sustainment Command, the 403rd AFSB led the effort to achieve a successful inactivation of one brigade and transfer of authority to another while preparing for continued rotations. Army Field Support Battalion-Korea, the 403rd AFSB's battalion that provided direct support to the 2nd Infantry Division and now the 1st Cavalry Division, supported the reception, staging and onward movement of rotational unit equipment, providing on-site technical expertise at

Korea's Port of Busan, as well as at unit deployment forward locations and railheads.

In support of initial rotations, AMC's 407th AFSB stationed at Fort Hood, painted vehicles, covering the sand color used in Iraq and Afghanistan with a more terrain-appropriate green. The 404th AFSB out of Washington prepped the freshly painted equipment for shipment to Korea, where the 403rd AFSB was positioned to receive it at port.

AMC's Logistics Readiness Centers provided proactive pre-deployment training, certification and validation, including driver training and ammunition handler training. This Korea-specific training process began while rotational units were at home station to facilitate a speedy reception and allow units to reduce distractions as they focused on their combat mission.

For the past two years, AMC sourced and moved equipment forward to build the Korean Enduring Equipment Set, or KEES, that includes ammunition and vehicles. KEES reduces the cost and burden associated with brigade combat team rotations in and out of Korea. Equipment associated with rotational units will continue to decrease dramatically as the KEES fill rates are met.

AMC's Contracting Support Brigades ensured that the appropriate contracts were in place, while the command's Transportation Brigades oversaw the movement of unit equipment.

AMC teams positioned around the globe were key enablers of the Army's successful transition to rotational forces in Korea and will continue to provide for ongoing movements as future brigade combat teams rotate in and out.



NORTHCOM

EUCOM

CENTCOM

AFRICOM

SOUTHCOM

PACOM

GLOBALLY RESPONSIVE

REGIONALLY ENGAGED



COMBATANT COMMANDS KEY
 CENTCOM.....U.S. Central Command
 PACOM.....U.S. Pacific Command
 EUCOM.....U.S. European Command
 NORTHCOM.....U.S. Northern Command
 AFRICOM.....U.S. Africa Command
 SOUTHCOM.....U.S. Southern Command



KEY
 ■ Army Field Support Brigades (AFSB)
 ■ Contracting Support Brigades (CSB)
 ■ Transportation Brigades (TB)
 ■ Research, Development and Engineering Forward Element Commands (RFEC)

AMC SUPPORT TO COMBATANT COMMANDS



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FRONT COVER: A Soldier provides security from a Paladin howitzer while conducting a vehicle recovery mission during exercise Combined Resolve IV in Hohenfels, Germany. (U.S. Army photo by Spc. Brian Chaney)

BACK COVER: A Soldier observes the explosion of a mine clearing line charge during a combined arms live-fire exercise, which concluded exercise Combined Resolve IV. (U.S. Army photo by Markus Rauchenberger)



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AMC TODAY MAGAZINE

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PERSPECTIVES

Featuring this issue's guest columnist
COMMAND SERGEANT MAJOR JAMES K. SIMS
AMC COMMAND SERGEANT MAJOR

SUSTAINMENT STARTS WITH THE SOLDIER

Maintenance is the cornerstone of readiness, and our Soldier's Creed affirms this, stating, "I always maintain my arms, my equipment and myself." The creed confirms our commitment to reinvest in Soldiers, and by doing so, sustains the readiness of our expeditionary Army.

With the current fiscal realities of the Budget Control Act of 2011, we must seize opportunities to reshape and rebalance for the future – and remain capable of providing readiness for a smaller, expeditionary Army. Our investments in Soldiers will ensure that we have the best trained, best

led and best equipped Army in the world. This all starts with ensuring that our Soldiers are capable

Whether deployed in support of contingency operations, deployed to a combat training center, or at home station, AMC's Army Field Support Brigades and Brigade Logistics Support Teams act in direct support to Army Corps, Divisions and Brigade Combat Teams to bring the capabilities of the entire materiel enterprise. AMC delivers readiness to our formations at the tactical point of need. Our organization reinforces our Soldiers' capacity to maintain their equipment at home or deployed around the world.

Units at all levels must plan for, resource and execute "command maintenance, motor stables or assembly area operations" in order to codify this vital practice as part of day-to-day business across our Army. Our AMC professionals stand shoulder-to-shoulder with our Soldiers in providing readiness solutions for our forces around the world.

Army Doctrine Publication 4-0, Sustainment, states that logistics provides the maneuver commander with options, and the linchpin of this starts with our Soldiers' ability to conduct sustainment operations, as well as plan and incorporate sustainment across the tactical, operational and strategic levels of operations.

In order for our readiness to be optimized within affordability, Soldiers must take ownership for their arms and equipment. For me, as a young paratrooper, this began with placing my name on the windshield of my vehicle, participating lock-step in command maintenance with the truck commander and unit maintenance personnel, and ensuring that services appeared on the training schedule. Readiness began with my own stewardship and ownership for the equipment that the Army entrusted to me. In other words, sustainment started with me – the Soldier!

“**AMC DELIVERS READINESS TO OUR FORMATIONS AT THE TACTICAL POINT OF NEED**”

of operating, maintaining and sustaining the equipment of today, as well as the equipment of 2025 and beyond.

The U.S. Army Materiel Command (AMC) plays a critical role in enabling our formations to operate the complex equipment that has been fielded across the Army over the past decade through support from our life cycle management command Logistics Assistance Representatives. We must strike the right balance between contracted logistics support and Soldier sustainment in order to ensure that our Soldiers are capable of preserving operational effectiveness within our warfighting formations.

As we do this, the over-the-shoulder support from AMC's military and Department of the Army Civilians will remain critical and reinvigorate Soldier ownership for operating, maintaining and sustaining their equipment.

AMC BY THE NUMBERS





PREPOSITIONED EQUIPMENT SPEEDS GLOBAL RESPONSE



By Kim Hanson, AMC Public Affairs

The U.S. Army Materiel Command (AMC) is a global organization with a presence in nearly 150 countries. To speed our forces to the fight, AMC manages combat-ready equipment and materiel, strategically prepositioned around the world and ready for issue to Soldiers at a moment's notice.

AMC receives, stores, maintains and issues Army Prepositioned Stocks, or APS, in support of Combatant Commanders. Prepositioned sets of equipment are based in the U.S., Europe, Southwest Asia, Northeast Asia and afloat, with planned expansion to South America and the Pacific Rim over the next several years.

"We live in a complex, dangerous world, and APS allows the Army to be responsive and adaptive," said Gen. Dennis L. Via, AMC commander. "Our APS stocks are strategic enablers for Combatant Commanders, allowing them to train and respond quickly whenever and wherever needed."

APS provides critical assistance equipment strategically positioned to allow the Army to quickly react to contingencies, humanitarian assistance, disaster relief, and stability and support operations.

Along with airlift and sealift, APS constitutes one leg of the Strategic Mobility Triad essential for meeting force projection timelines. The APS program's primary mission is to reduce the initial amount of strategic lift required to support overseas operations and to sustain Soldiers and units until traditional lines of communication are established. APS allows early entry of forces into a geographic theater of operations to provide responsive combat power and support while reducing the demands on initial strategic airlift and sealift.

"APS provides the means to rapidly employ an expeditionary Army by delivering the right equipment and materiel to respond quickly to whatever contingency may occur," said Via.

The Army's APS strategy provides a range of capabilities through five categories that enable

Combatant Commanders to shape the environment, provide operational flexibility and implement a Regionally Aligned Forces construct.

- Unit sets include equipment stored in unit configurations, reducing force deployment response time.
- Operational Project Stocks include equipment and supplies required above normal unit authorizations, tailored for key strategic capabilities to support Army operations, plans and contingencies.
- Army War Reserve Sustainment equipment includes major end items to replace battle losses and secondary items to replace supplies used during contingency operations.
- War Reserve Stocks for Allies ensures U.S. preparedness to assist allies in war. Directed by the Office of the Secretary of Defense, AMC transfers stock equipment to support allied forces under the Foreign Assistance Act.
- Activity Sets include unit equipment prepositioned to equip Army forces, primarily in support of training exercises outside the U.S.

AMC and U.S. Army Europe made history in 2014 with the development and activation of the first of these, the European Activity Set (EAS). Built in 18 months to a battalion-sized set of equipment, the EAS was first used in multinational training exercises in France, Latvia, Poland and Germany in April 2014. The EAS has since grown to a brigade-sized set of equipment that can be issued in 96 hours for rapid deployment capability.

"The EAS provides flexibility and facilitates U.S. Army Europe's rapid, efficient and effective response to requirements and contingencies," said Via.

With the first fully operational Activity Set built in Europe, the Army and AMC are now looking to develop future sets in Central or South America, Africa, the Pacific and Southwest Asia beginning in Fiscal Year 2016.

AH-64 Apache attack helicopters hover above a range while U.S. Soldiers fire the gun of an Abrams Main Battle Tank, part of the European Activity Set, during multinational training exercise Combined Resolve IV in Germany. (U.S. Army photo by Markus Rauchenberger)



AMC
Global Reach



AMC PROVIDES WORLDWIDE READINESS

Whether it's a well-planned training exercise or a spur of the moment contingency, the U.S. Army Materiel Command (AMC) lives its mission to develop and deliver global readiness solutions every day around the world.

As Operation United Assistance stood up to help combat the spread of the deadly Ebola virus, AMC responded, providing logistics, training and engineering support and setting up life support services in an austere and potentially lethal environment. AMC's Army Field Support Brigades prepared and shipped Force Provider Modules that delivered climate-controlled billeting, shower, latrine, kitchen, power distribution and more. Other AMC elements supplied everything from transitional logistics support to contracting to repair parts for aviation assets.

It was AMC scientists and engineers who fast-tracked the modification of existing technology to neutralize Syria's dangerous chemical weapons. AMC's Research, Development and Engineering Command civilians added the portability factor to existing equipment resulting in the Field Deployable Hydrolysis System that was installed on the U.S. cargo vessel MV Cape Ray. AMC answered the call to develop a system that would work effectively at sea, as no nation was willing to permit the Syrian chemical agents to be destroyed on their soil. The system, which garnered a British innovation award, destroyed more than 600 tons of chemical material.

While contingencies are the true test of the command, the support AMC provides during scheduled military exercises is what challenges its flexibility, capability and proficiency. The command has established, modernized and maintained prepositioned stocks, and built ready-for-action activity sets of combat vehicles and equipment, all located strategically around the world. From bolstering the Army's expeditionary capabilities in the Pacific through the Pacific Pathways initiative, to demonstrating the nation's commitment to NATO allies in Europe through Operation Atlantic Resolve and Combined Resolve, AMC is involved in nearly every joint and multilateral military training exercise.

AMC's continued commitment to sustain unified land operations anytime, anywhere, is constantly displayed as it provides to the nation's warfighter at home and around the world.



ABOVE: Vehicles and equipment in the Army Prepositioned Stocks inventory are stored inside humidity-controlled warehouses. Inside storage has increased the equipment's readiness, dependability and accountability, and reduced maintenance costs.

RIGHT: Stryker armored vehicles from Iron Troop, 3rd Squadron, 2nd Cavalry Regiment, travel down the E67 highway towards Riga, Latvia, on day two of Operation Dragoon Ride, demonstrating the nation's commitment to NATO allies in Europe. (U.S. Army photos)



expanding the program, called Care of Supplies in Storage, or COSIS, warehouses to other sets, with an estimated cost savings of \$100 million annually.

"APS capabilities must be modernized and prepared for operations and contingencies when needed, and COSIS improves readiness and extends the life of our critical equipment, saving a significant amount of money in the process," said Via.

Operational Project Stocks will

also be enhanced in the coming years, with modernized humanitarian assistance and disaster relief equipment, route clearance equipment and bridging material.

Army forces have used APS equipment in various theaters for years. Equipment was drawn from Livorno, Italy, in 2014 to respond to Operation United Assistance and the fight against Ebola in Liberia. In 2011 and 2009, medical supplies, generators, shower and latrine kits, personal protective gear and more were sent to Japan and Haiti respectively for earthquake and tsunami relief. APS stocks were also used stateside in 2005 to respond to Hurricane Katrina along the Gulf Coast.

"We are deliberately looking at how we can most effectively and efficiently support the full range of Army and joint missions and contingencies," said Via. "We are geographically positioning equipment sets, and tailoring them to meet the Combatant Commanders' most likely scenarios based on population, politics, and topography." ♥

"The expansion of Activity Sets supports rotational training and exercises across the globe," Via said. "These sets significantly reduce shipping and transportation costs, increase our Army's combat readiness posture, and provide reassurance to our allies of our commitment and resolve."

Even as new Activity Sets are positioned around the world, AMC is enhancing and modernizing existing APS sets. For example, an AMC project to store equipment in climate-controlled warehouses in Southwest Asia yielded great benefits in extending the equipment's use life. AMC is now



U.S. Army paratroopers from 3-509th Infantry Battalion conduct an airborne operation from a C-17A Globemaster III in support of biennial exercise Operation Talisman Sabre in Queensland, Australia. (U.S. Army photo by Sgt. Anthony Noday)

AMC NEWS & NOTES

1 AMC welcomes new Executive Deputy

Lisha Adams returned to Army Materiel Command this summer as the new Executive Deputy to the Commanding General. Adams served as the command's assistant deputy chief of staff for logistics integration, G4, before taking a position as the deputy assistant secretary of defense for materiel readiness in 2014. Adams has held various leadership positions during her more than 30 years of government service.

2 JMC recognized as superior unit

The U.S. Army Joint Munitions Command (JMC) was recognized for its exceptional service with the Army's Superior Unit Award during a ceremony July 30. The Army Superior Unit Award is a decoration established by the Secretary of the Army, and is awarded to an Army unit that displays outstanding meritorious performance in a difficult and challenging mission, carried out under extraordinary circumstances. JMC earned this distinction by successfully providing ammunition and logistics support during Operation Enduring Freedom in Afghanistan and Operation New Dawn in Iraq, from Oct. 1, 2011, through Sept. 30, 2012. "The success of the mission was accomplished by the management at Joint Munitions Command Headquarters, Rock Island, Illinois, through the network of ammunition installations accomplishing ammunition production, storage, supply, maintenance, demilitarization and training," stated the citation from the Department of the Army.

3 AMCOM recognized for value engineering

The Aviation and Missile Command (AMCOM) was a big winner this year at the Department of Defense Value Engineering Achievement Awards. AMCOM and its partners were presented with four value engineering awards by Stephen Welby, deputy assistant secretary of defense for systems engineering, during the June 26 ceremony held at the Pentagon. The awards included the organization award for its "extensive and extremely successful" value engineering program, and three individual awards for team members in the Utility Helicopter Project Office – Program Executive Office for Aviation; the Lower Tier Project Office – Program Executive Office for Missiles and Space; and the Maintenance Engineering Division of the Aviation and Missile Research, Development and Engineering Center's Aviation Engineering Division.



4 Mission and Installation Contracting Command recognized

Army officials recognized the Mission and Installation Contracting Command (MICC) in June for its outreach and support efforts with the presentation of the Secretary of the Army Award for Small Business Utilization for 2014. George Cabaniss, deputy to the MICC commanding general, was presented the award during a ceremony at Redstone Arsenal, Alabama. The award recognized the command's efforts in exceeding four of five small business goals for the first time since Fiscal Year 2010, and the MICC outpacing all five categories from the preceding year. The MICC Small Business Program Office consists of personnel around the country who provide advice and counsel to small businesses, as well as conduct outreach events to inform industry representatives of installation acquisition forecasts. In addition to providing advice to individual small businesses, MICC members advocate within the command's 32 contracting offices to ensure small businesses have the maximum opportunity to compete for Army contracts awarded by those activities.

5 Army Contracting Command honored by acquisition leadership

Four acquisition professionals and one team from Army Contracting Command-Rock Island were announced as winners of several 2014 Secretary of the Army Excellence in Contracting Awards in April. Derek Schnorrenberg (pictured), contracting officer, was awarded Outstanding Contracting Officer for Specialized Services and Construction Contracting for support he provided for three large aviation service contracts for Special



Forces in Africa and Afghanistan. Schnorrenberg was able to save more than \$25 million on three contracts. Joan Wysoske, a former ACC-RI chief who retired in 2014, received the Ability

One Award for her efforts in developing employment opportunities for the visually impaired. Stephen Dunbar, contracting officer at McAlester Army Ammunition Plant, McAlester, Oklahoma, was honored for his excellent customer service support and ability to work through unique situations with integrity. Susan McKinnis (pictured) was honored with the 2014 Director Acquisition Career Management Award, which recognized her 37 years of outstanding federal service. Finally, Branch E of the Global Reachback Contracting Division was awarded Outstanding Unit/Team Award for Specialized Services and Construction Contracting. This 24-member team of civilians and military professionals awarded around 640 mission-essential transportation requirement actions, with total obligations exceeding \$170 million and contracts valued in excess of \$400 million.

6 Army Greatest Innovation Awards program looking for submissions

Nominations are being accepted for the 2015 Army's Greatest Innovation Awards. Military, civilians or teams may now submit their best technology solutions for review. The Army's Greatest Innovation Awards program replaces the Army's Greatest Invention Program. Past winners included programs that enhanced weapons, improved Soldier protection and upgraded field systems. For more information or to submit a nomination, visit the website at www.amc.army.mil/AGIAP.

(U.S. Army photos)

BRINGING THE FULL MIGHT OF THE MATERIEL ENTERPRISE TO THE FRONT LINES

An MRAP recovery vehicle is secured inside an aircraft at Bagram Airfield in preparation for its shipment to Kuwait under a retrograde mission carried out by the Army Field Support Battalion-Afghanistan. (U.S. Army photo)

By ASC Public Affairs

From the time Army Materiel Command (AMC) was established more than half a century ago, front-line logistical support has been part of its mission. AMC units, under various titles and organizational structures, were present in places like Vietnam, Saudi Arabia and Somalia, linking the factory to the foxhole and providing firepower to units carrying out the difficult and dangerous tasks associated with land warfare.

Today, AMC's mission of front-line support is largely carried out by its subordinate, the U.S. Army Sustainment Command (ASC). Headquartered at Rock Island Arsenal, Illinois, ASC operates a global network of units and sites that function together as AMC's "face to the field," bringing the full might of the materiel enterprise to bear where and when logistical support is needed.

The primary nodes of the ASC network are the command's seven Army Field Support Brigades (AFSBs). Numbered 401st through 407th, these AFSBs are located in Germany, Korea, Kuwait, the Pacific Region and the continental United States. AFSBs are regionally aligned with the U.S. Army's overall global footprint. An eighth command, the Distribution Management Center, provides global materiel management support.

"Integrating and synchronizing all categories of logistical support – maintenance, repair, supply, transition and general services – AFSBs can deliver a complete mix of capabilities directly to the doorsteps of Combatant Commanders," said Carl Cartwright, executive director of Support Operations, U.S. Army Sustainment Command.

The AFSBs evolved a little over a decade ago, out of various AMC Forwards, Logistics Support Elements, and other AMC components that provided direct support to deployed and non-deployed combat units,

"The AFSBs were designed as modular commands to match the needs and structure of a post-Cold War Army that was becoming more mobile, flexible and adaptable in order to meet the security challenges of the 21st Century," said Cartwright.

All AFSBs are commanded by colonels centrally selected at the branch level.

"This provides the brigades with skilled and experienced leaders who are both proficient in their specialties and knowledgeable about how the Army functions as a whole," he said.

AFSBs are now formally designated as modified tables of organization and equipment (MTOE) units, as opposed to their predecessor organizations which were mostly tables of distribution and allowances (TDA) units. TDA units largely perform administrative and support functions, while MTOE units are designed to be fully deployable, ready to go to the front lines when called.

In keeping with a modular Army, the AFSBs are also modular in design. AFSBs have the capabilities and competencies to support any unit, as well as joint and allied forces, regardless of their function.

AFSBs also have access to the wide breadth of knowledge provided by logistical experts at AMC's life cycle management commands and the Assistant Secretary of the Army for Acquisition, Logistics and Technology.

The AFSBs act as a focal point for ASC's primary missions, including Army Prepositioned Stocks, the Logistics Assistance Program and the Logistics Civil Augmentation Program. They also coordinate the activities of Logistics Assistance Representatives, or LARs, from AMC's other commands. AFSBs assure that LARs have the facilities and equipment needed to carry out their vital work of providing hands-on maintenance and repair support to Soldiers in combat units – Soldiers

whose lives depend on having reliable, effective weapons and equipment.

"Combatant Commanders have indicated that the AFSBs have been literal lifesavers, and have responded quickly when called," said Cartwright. "AFSBs provide equipment upgrades to assure that units are provided with the latest and greatest technology. For example, vehicles brought to AFSBs have come out in like-new condition, often with supplemental armor providing an additional layer of protection."

To cover their broad geographic areas of responsibilities, the seven AFSBs have subordinate battalions, totaling 18 in all, as well as brigade logistics support teams. In recent years, the brigades have also taken on the responsibility of overseeing operations at ASC's Logistics Readiness Centers (LRCs). LRCs are located at every major Army installation in the U.S. and overseas, providing the supply, maintenance and transportation services required to run an installation, and managing laundry, dining and basic issue facilities.

Although the AFSBs are designed to be deployable and are led by field-grade officers, their personnel rosters reflect AMC as a whole. The AFSB workforce primarily includes Department of the Army civilians and contracted employees. At overseas AFSBs, many of these contractors are foreign nationals from the host nation or other nations.

"Managing such a personnel mix is not without challenges, yet the successes achieved by the AFSBs show that it can be done, and done well," Cartwright said.

Given their modular design, the AFSBs are not anchored to particular locations, and can be moved as needed. A significant move occurred in the summer of 2015, when the 402nd AFSB cased their colors in Kuwait and resumed operations at Fort Shafter, Hawaii.

The 402nd was first established at Camp Arifjan, Kuwait, in support of operations in Iraq, Qatar and Southwest Asia. Meanwhile, the 401st AFSB had set up shop at Bagram Airfield in support of operations in Afghanistan.

The withdrawal of most U.S. combat troops from Afghanistan allowed the 401st AFSB to move to Kuwait, where it essentially took over the mission of the 402nd AFSB while still overseeing elements in Afghanistan. This, in turn, enabled the 402nd to make the move to Hawaii.

The relocation of the 402nd reflects the recent shift in the emphasis of U.S. security strategy toward the Pacific theater of operations. In its new location, the 402nd AFSB will write another chapter in the story of AMC's front-line logistical support mission, a mission that moves as the Army moves and goes where the Soldier goes.

The seven Army Field Support Brigades, their locations, subordinate units and areas of operation are currently as follows:

**401ST AFSB:
CAMP ARIFJAN, KUWAIT**

Supports the U.S. Central Command area of operations in Southwest Asia and Afghanistan. Subordinate units include the Army Field Support Battalion-Afghanistan; the Army Field Support Battalion-Kuwait; and the Army Field Support Battalion-Qatar.

**402ND AFSB:
FORT SHAFTER, HAWAII**

Supports the U.S. Pacific Command area of operations. Oversees five Logistics Readiness Centers. Subordinate units include the Army Field Support Battalion-Alaska and the Army Field Support Battalion-Hawaii.

**403RD AFSB:
CAMP HENRY, KOREA**

Supports units in Korea and Japan, with direct support to the 2nd Infantry Division. Oversees six Logistics Readiness Centers. Subordinate units include the Army Field Support Battalion-Korea and the Army Field Support Battalion-Northeast Asia.

404TH AFSB: JOINT BASE LEWIS-MCCHORD, WASHINGTON

Supports units in the western United States. Oversees 11 Logistics Readiness Centers. Subordinate units include the Army Field Support Battalion-Lewis.

**405TH AFSB:
KAISERSLAUTERN, GERMANY**

Supports units in the U.S. European Command and U.S. Africa Command areas of operations. Oversees 17 Logistics Readiness Centers. Subordinate units include the Army Field Support Battalion-Germany and the Army Field Support Battalion-Italy.

**406TH AFSB:
FORT BRAGG, NORTH CAROLINA**

Supports units in the eastern and southern United States. Oversees 27 Logistics Readiness Centers. Subordinate units include Army Field Support Battalion-Bragg; Army Field Support Battalion-Campbell; Army Field Support Battalion-Drum; Army Field Support Battalion-Stewart; and the Army Strategic Logistics Activity-Charleston.

**407TH AFSB:
FORT HOOD, TEXAS**

Supports units in the central and southwestern United States, as well as Puerto Rico and Honduras. Oversees 14 Logistics Readiness Centers. Subordinate units include Army Field Support Battalion-Bliss; Army Field Support Battalion-Carson; Army Field Support Battalion-Hood; and Army Field Support Battalion-Riley. ♡



FROM TOP: Containers of munitions are off-loaded from a military ship at Military Ocean Terminal-Sunny Point on the coast of North Carolina during Operation Patriot Bandoleer, a massive effort to use Army Reserve and National Guard troops to move the munitions to depots that was coordinated in part by the Army Strategic Logistics Activity-Charleston.

Soldiers from the 1st Cavalry Division inspect equipment issued to them from the European Activity Set by the Army Field Support Battalion-Germany.

Michael Freeman (left) of the 402nd AFSB and Ken Richardson, a Tank-automotive and Armaments Command Logistics Assistance Representative, inspect a tire at the Tire Assembly Repair Program facility at Camp Arifjan, Kuwait. (U.S. Army photos)

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



ARMY TAKES CONTRACTING LEAD IN AFGHANISTAN

By Maj. Jamarcus A. Brooks & Maj. Ryan D. Sunderman,
Expeditionary Contracting Command-Afghanistan

Jason Riharb, a civil engineer and contracting officer representative with the U.S. Army Corps of Engineers Afghanistan Engineer District-South, takes notes during his inspection of an Afghan National Civil Order Police Patrol Battalion compound in Kandahar province, Afghanistan. (U.S. Army photo)

Col. Dennis McGowan and Command Sgt. Maj. Marlon Cooper were part of Army history in Afghanistan this summer as they transitioned contracting responsibilities from a joint contracting command to the first Contracting Support Brigade (CSB) to deploy as a unit. The transition also signified the designation of the Army as the lead service for contracting within Afghanistan.

McGowan and Cooper closed a chapter of contingency contracting history June 26 when they cased the colors of the U.S. Central Command Joint Theater Support Contracting Command (C-JTSCC) at Bagram Airfield, Afghanistan. Originally established as the Project and Contracting Office in 2003 to support reconstruction efforts within Iraq, C-JTSCC later expanded to provide operational contract support across the entire U.S. Central Command.

After casing the C-JTSCC colors, they opened the next chapter of history as the colors of the 418th CSB were uncased. In that moment, the 418th CSB became the first CSB to have deployed as a unit, identified as Expeditionary Contracting Command-Afghanistan (ECC-A). This deployment marks a significant achievement in fulfilling the 2007 Gansler Commission Report recommendations for Army expeditionary contracting.

With the transfer of responsibility came the realignment of contracting authority and mission command of ECC-A, placing the 418th CSB under the command and contracting authority of U.S. Army Expeditionary Contracting Command (ECC), a subordinate organization of U.S. Army Materiel Command's Army Contracting Command (ACC).

"Deploying in contingency contracting units will allow our contracting professionals to deploy as more cohesive teams that have trained and prepared together, leading to greater support and accomplishment of mission," said Cooper.

Maj. Gen. John M. Murray, deputy commanding general for support at U.S. Forces-Afghanistan (USFOR-A), officiated the ceremony on behalf of Brig. Gen. Michael D. Hoskin, ECC commanding general. Murray highlighted the behind-the-scenes work of contracting professionals who provide a critical capability and skill set required to support forces in Afghanistan. He highlighted the five fallen C-JTSCC Soldiers and civilians who made the ultimate sacrifice in service to their country over the past 12 years.

McGowan said that having Murray officiate the ceremony speaks to the strength of C-JTSCC's support and the unit's integration into USFOR-A operations.



ARMY CONTRACTING COMMAND SUPPORTS GLOBAL BUYING FOR ARMY OPERATIONS

In addition to the 418th Contracting Support Brigade that has assumed the lead service for contracting in Afghanistan, Army Contracting Command units are supporting the Army and Department of Defense around the world.

Mission and Installation Contracting Command (MICC) and Expeditionary Contracting Command (ECC) specialists operate from more than 100 locations worldwide. These locations provide contracting support to current operations, installations and units in garrison.

MICC-contracted services and supplies touch virtually every Soldier in the Army and consist of equipment, supplies and services vital to the U.S. Army mission and the well-being of Soldiers and their families. Support services range from facility support, administrative and general management consulting, wired telecommunication and engineering, and advertising. The MICC ensures America's Soldiers and their families have what they need to be ready and resilient.

In Fiscal Year 2014, ECC supported 181 expeditionary missions in 52 nations around the world. Some of the first personnel to arrive in West Africa for the fight against Ebola were contracting officers. Other ECC contracting personnel have deployed to Nepal, Iraq, Kuwait, Thailand, various African nations and other nations around the world to support Department of Defense exercises, contingency operations and U.S. government relief operations.

ACC also operates six contracting centers at key locations across the continental U.S. that are the Army's "centers of gravity" for weapons systems contracting. The centers support research, development and engineering; program executive offices and program management; the Organic Industrial Base (depots, arsenals and ammunition plants); life cycle management; logistics; and Foreign Military Sales.

From food and clothing to bullets and bombs, from tanks and trucks to boats and aircraft, from weapons to installations, ACC ensures U.S. Soldiers have what they need where they work and live with their families to be successful. If a Soldier drives it, flies it, wears it, shoots it, communicates with it or eats it, ACC buys it.

FROM LEFT: Maj. Jason Kettwig, 196th Maneuver Enhancement Brigade, South Dakota Army National Guard, talks to a local Afghan about ordering more electrical equipment at Camp Phoenix in Kabul, Afghanistan. Kettwig and his team partner with Afghan businesses throughout Kabul to help improve the country's economy and provide necessary commodities such as food, water, wood, repair parts, ammunitions and vehicles to service members throughout the Kabul Base Cluster. (U.S. Army photo by Sgt. Rebecca Linder)

Local workers unload containers from trucks delivering supplies to Afghanistan. (U.S. Army photo by Staff Sgt. Brian Raley)

Local contracted Afghan construction equipment operators use a grader and steam roller to make minor repairs to an aircraft overrun area in the Farah province, Afghanistan. (U.S. Navy photo by Lt. Chad A. Dulac)

"When casing the colors, we could not go without acknowledging the hard work of so many contracting professionals, from all branches of service – military and civilian – who supported the warfighter through the past decade plus of operations in Iraq and Afghanistan," McGowan said. "Those executing the current C-JTSCC mission carry on a long-lasting pursuit of excellence. Those who have served in the command have much to be proud of."

The ceremony also marked the transition from a joint organization manned by a joint manning document to an Army organization staffed by a request for forces.

"The Army contingency contracting officers and noncommissioned officers demonstrated their exceptional skills and excelled at contract execution that carried the organization through transition, while ensuring uninterrupted support to the warfighter," said Lt. Col. Scott McKee, commander of the 904th Contracting Battalion and chief of Regional Contracting Center-East.

The transition was not without challenges, including the loss of experienced civilian personnel who were required to redeploy stateside. The Army contracting officers identified the challenge early and responded in order to provide continuity of operations.

Supported by the ACC Deployed Cadre Program, the Army's contracting workforce demonstrated the capacity to adapt and deploy both military and civilian personnel with critical skill sets to increase operational effectiveness and ensure success, said Lt. Col. Wayne Hiatt, executive officer, 418th CSB.

"ECC-A relies upon a number of selfless ACC civilians who augment the contract operations needed within Afghanistan," he said.

Several other subtle but key changes for the new, Army-led organization also exist. The head of contracting activity authority that once resided with the commanding general of the C-JTSCC now resides with the AMC commanding general. Simply stated, the authority to sign certain policies and procedural items now resides at AMC as opposed to the C-JTSCC. McGowan transitioned from the title of senior contracting official-Afghanistan under the C-JTSCC to the principal assistant responsible for contracting.

Splashes of AMC, ACC and ECC now adorn the walls of the offices of ECC-A, representing the relationship between the organizations. "Engaged, Capable, and Committed," the motto inscribed on the ECC distinctive unit insignia, is prominently displayed alongside emblems identifying previous organizations and symbolizing the change of responsibility.

"Other than the name change, the transition proved transparent to those organizations receiving contracting support from ECC-Afghanistan," said McGowan.

The operational contract support mission in Afghanistan has changed significantly since the majority of U.S. combat forces have left the country. Today, Combined Security and Transition Command-Afghanistan (CSTC-A), with the highest value and most complex contracts, is the largest ECC-A customer. CSTC-A's primary mission is the training and development of the Afghan National Defense and Security Forces. The command's contracts range from simple purchases such as guard towers and basic life support services to multi-million dollar information technology infrastructure projects in support of the Afghan Ministries of Defense and Interior.

While the contracting footprint will decline along with the U.S. presence in Afghanistan based on the strategic and operational environment that develops over time, Army contingency contracting officers will continue to deploy in units such as contracting teams, battalions and support brigades. ♡

The 418th Contracting Support Brigade, from Fort Hood, Texas, is normally assigned to the U.S. Army Mission and Installation Contracting Command headquartered at Joint Base San Antonio-Fort Sam Houston, Texas. The brigade's ranks are augmented with Soldiers from the 901st Contracting Battalion, also based at Fort Hood, and currently deployed to Bagram Airfield, Afghanistan, and Qatar. ECC-A is also supported by the 904th Contracting Battalion deployed from Fort Knox, Kentucky, which is currently supporting Bagram Airfield and Train, Advise, and Assist, Command-East. To provide additional support across Afghanistan, the 605th and 619th Contracting Teams from Fort Drum, New York, are providing contracting support at New Kabul Compound and Kandahar Airfield, Afghanistan. The Fort Riley, Kansas-based 633rd and 634th Contracting Teams provide ECC-A with over-the-horizon support from Qatar.

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.



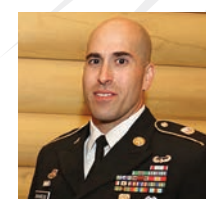
ARMY MATERIEL COMMAND (AMC)



In recognition of their exceptional contributions to the Army, three senior-level AMC civilians were honored with Presidential Rank Awards during a ceremony at the Pentagon June 22. **James Dwyer**, AMC deputy chief of staff for logistics, G-4, was presented the Meritorious Senior Executive

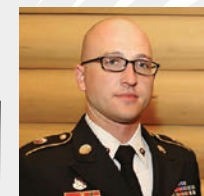


award. **Joseph Wienand**, former director of Edgewood Chemical Biological Center, was also named a Meritorious Senior Executive. **Joseph Mait**, senior research scientist in electromagnetics for the Research, Development and Engineering Command, was presented a Meritorious Senior Professional award. The Presidential Rank Awards recognize professionals who have demonstrated the highest levels of strength and integrity and provided exceptional service over an extended period of time.



Army musician **Staff Sgt. Jeremy Baharloui** won Army Materiel Command's Best Warrior Competition and was named the command's **Noncommissioned Officer of the Year**. He is a percussionist with the Army Materiel Command Band at Redstone Arsenal, Alabama. Baharloui has been in

the Army 17 years and is a native of Melbourne, Florida. He recently organized and led a group of five other band members to attend Air Assault School at Fort Campbell, Kentucky. He participated in the Best Warrior Competition on a two-week notice after a previous competitor was unable to attend. Baharloui said he plans to continue his physical training, brush up on his weapons knowledge and continue studying before he heads to the Department of Army competition at Fort A.P. Hill, Virginia. *"It's going to take even more hard work and commitment,"* he said.



Spc. Adam Walton, a percussionist with the Army Materiel Command Band stationed at Redstone Arsenal, Alabama, won the Army Materiel Command's Best Warrior Competition and was named the command's **Soldier of the Year**. Walton is a native of Champaign, Illinois, and has been in the Army two years. He previously served in the 8th Army Band in Korea. Walton is currently working toward a doctorate from the University of Illinois. He recently completed Air Assault School at Fort Campbell with five fellow band members. Before he joined the Army, He said he could never have completed such a grueling competition. *"It's really a testament to the people who trained me,"* he said. *"They provided me with the motivation."* Walton will compete for the title of the Army's Best Warrior in October at Fort A.P. Hill, Virginia.

JOINT MUNITIONS COMMAND (JMC)



Rhonda VanDeCastele serves as the executive director for ammunition for JMC. Recently promoted to the Senior Executive Service, she has the responsibility of providing joint conventional munitions acquisition and production support to Program Executive Office Ammunition, as well as the readiness and logistics direction for all U.S. military services, allies and friendly nations.



Mike Matzen, a production manager in the Ground and Aircraft Munitions Division, Sustainment Operations Directorate at JMC Headquarters, provides program executive office program managers and customers with JMC's core competencies such as procurement, production and logistics support. He works with a team of inventory and product quality managers, commodity leads and contracting personnel to ensure timely delivery of ammunition.

U.S. ARMY SUSTAINMENT COMMAND (ASC)



Sgt. 1st Class Curtis Benjamin, a maintenance noncommissioned officer (NCO) from Saint Thomas, U.S. Virgin Islands, is U.S. Army Sustainment Command's 2015 NCO of the Year. During his 19 years of military service, Benjamin has served

in numerous leadership positions including squad leader, platoon sergeant, motor sergeant and operations NCO in charge. He is currently pursuing a degree in physical education.

Lauren Aggen, an employee assigned to the Equal Employment Opportunity Office, has worked at U.S. Army Sustainment

Command since August 2014. She began at ASC as an intern with the Workforce Recruitment Program. *"The best part of my job is knowing that I made a contribution to the success of our troops. I'm truly grateful for all the experiences I've had working at Rock Island Arsenal."*

U.S. ARMY CONTRACTING COMMAND (ACC)

Maj. Thomas Lutz, a division chief for the Facilities Maintenance Division, Theater Contracting Center, 409th Contracting Support Brigade,

provides operational contracting support to U.S. Army Europe and Installation Management Command-Europe forces, focusing on installation support and construction for the Rheinland-Pfalz community. *"I've learned a tremendous amount from the synergy involved with the integration of the military, Department of the Army civilians and local national workforce,"* said Lutz, who has been with the 409th for two years.



ARSENAL OF THE BRAVE



Roland Becker, contracting specialist with the Regional Contracting Office-Benelux, 409th Contracting Support Brigade, is a Belgian local national who is a vital link to the annual Normandy commemoration events. This year, Becker awarded six Normandy support contracts including food service, tents and electrical, and provided on-site contract coordination while embedded with the 21st Theater Sustainment Command.

U.S. ARMY SECURITY ASSISTANCE COMMAND (USASAC)

Sgt. 1st Class Matthew Alexander



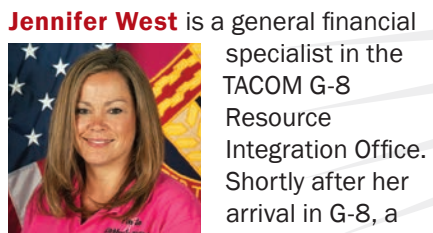
was recently recognized as the Office of the Program Manager for the Saudi Arabian National Guard (OPM-SANG)

NCO of the Month. He has been nominated for a Department of the Army award following his support during an inflight medical emergency. While aboard a flight from Frankfurt, Germany, to Riyadh, Saudi Arabia, Alexander provided life-saving assistance to a civilian passenger. He was instrumental in the decision to land the plane. "It was a pretty simple call for me," said Alexander, who urged the captain to land as quickly as possible. "We were still over two hours from Riyadh. I told [the flight attendant] we need to get on the ground now. [The passenger] was not going to last long enough to reach our destination." As a medical advisor at OPM-SANG, Alexander is also a diplomat, helping to foster relations between the U.S. and the Saudi Arabian National Guard. "Even before I landed in Saudi, people were aware of what happened, and the effect had begun. This situation helped improve relations before I set foot in country."



Sandra Watkins-Peay joined USASAC in 2008 and currently works as a support contractor for Central Command regional operations. Watkins-Peay was in attendance, along with her father, during USASAC's opening July 19, 1965. She also celebrated USASAC's 50th anniversary in 2015. "When I started work at USASAC, my dad was still alive and we talked about how ironic it was that I finally was going to participate in what he was doing when he retired," she said. "Today, I can see reasons for what I do every day in the world news. It is a very soul-satisfying situation."

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



Jennifer West is a general financial specialist in the TACOM G-8 Resource Integration Office. Shortly after her arrival in G-8, a colleague was diagnosed with stage IV cancer. In addition to assuming significant amounts of workload to ensure coverage, West headed a campaign of moral support for her colleague, including a Facebook page, T-shirts and a support walk at TACOM.



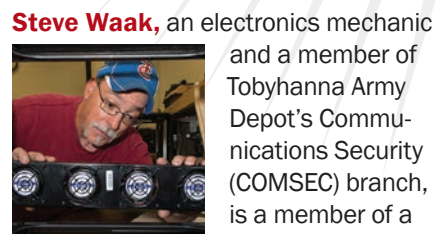
Albert James (AJ) Sparks, an artillery work leader at the Joint Manufacturing and Technology Center, has served in multiple positions for more than 10 years. Today, he works on the HMMWV ambulance shelter and

integration line where he ensures that the line is operational and properly stocked with parts. He coordinates with TACOM and Product Director – Light Tactical Vehicles to travel to units receiving the fielded ambulances, supporting and assembling a wide variety of products such as the M119 howitzer, Forward Repair System and Shop Equipment Contact Maintenance.

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



Kevin Ivory was selected as the CECOM 2014 Logistics Assistance Representative of the Year. Ivory works in Logistics Information Technology in the Logistics Assistance Division, Field Support Directorate, Logistics Readiness Center. He earned the recognition for his assistance and training efforts while assigned to the 2nd Cavalry Regiment Logistics Support Team in Vilseck, Germany. Ivory's accomplishments while in Vilseck include completing a six-month deployment to Kandahar, Afghanistan, during which he was able to recover more than \$650,000 in misplaced or discarded equipment for reutilization. Ivory also conducted over 200 hours of formal and informal Soldier training.



Steve Waak, an electronics mechanic and a member of Tobyhanna Army Depot's Communications Security (COMSEC) branch, is a member of a team of technicians who provide life cycle management of COMSEC equipment and Controlled Cryptographic Items.

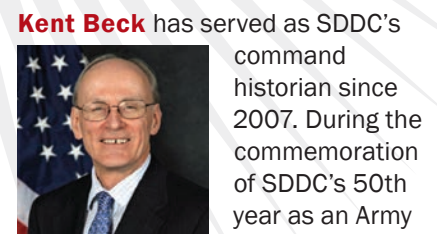


Branch employees receive, store, maintain accountability and issue COMSEC and Information Security equipment and materiel. The COMSEC branch also performs depot maintenance and demilitarization of equipment and sub-assemblies. The branch boasts five sections plus two Forward Repair Activities in Southwest Asia, supporting AMC's worldwide mission.

MILITARY SURFACE DEPLOYMENT AND DISTRIBUTION COMMAND (SDDC)

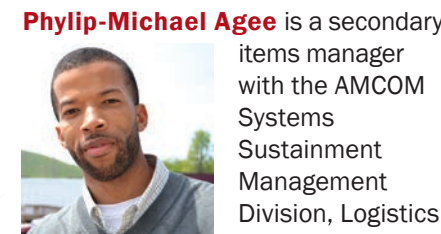


Salvatore Granese, personal property storage specialist, was recently recognized for his work in transitioning operations from the Central Regional Storage Management Office (RSMO) to Scott Air Force Base, Illinois, with the stand-up of the newly established Command Storage Management Office (SMO). Granese resolved critical database issues, streamlined database operations and provided training to all personnel, allowing the SMO to assume the duties of the Central RSMO by the established deadline.

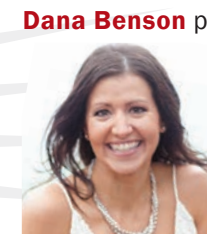


Kent Beck has served as SDDC's command historian since 2007. During the commemoration of SDDC's 50th year as an Army command, he was responsible for the organization's year-long celebration. Beck led the planning and coordination efforts for numerous 50th anniversary events and activities, each developed to educate the SDDC workforce about the command's heritage and how SDDC has supported the warfighter for half a century.

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



Phylip-Michael Agee is a secondary items manager with the AMCOM Systems Sustainment Management Division, Logistics Service Branch, where he provides support for the Integrated Field of Test Equipment V5. Agee said he is proud to assist service men and women. "If given the chance, I would tell the Soldiers, if there is anything that you need, please know that I will assist you in every way possible," he said.



Dana Benson plays a big part at the AMCOM Logistics Center. Her three-year service to AMCOM has been filled with the full spectrum of duties and responsibilities for her depot-level workload execution of program funding. Proud to be a part of AMCOM, she said, "AMCOM to me means being able to support the warfighters who put their lives on the line for each and every one of us."

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



Scott Newman, chief of the Systems Engineering and Integration Branch within the Space and Terrestrial Communication Directorate at Communications-

and Engineering Center (CERDEC), proactively and strategically built new laboratory capabilities, including a fully functioning command post, while also supporting the Network Integration Evaluation (NIE). Newman and his team supported two NIEs providing lab-based risk reduction and field support to the 2/1 Armored Division at White Sands Missile Range, New Mexico. Just this year, Newman and his team integrated 204 products, including program of record systems, industry products and new government technologies.

The CERDEC Army-wide Cryptographic Network Standardization (ACNS) Team

was awarded the 2014 Dr. William A. Novick Award for excellence for efforts in upgrading aging cryptographic devices and standardizing the security capabilities for the Army's tactical network. The CERDEC Cryptographic Modernization Branch (CMB) ACNS Team traveled to U.S. military installations worldwide, accounting for each encryptor listed in the Army's inventory, then returning to remove inactive devices and upgrade the outdated ones with modern counterparts. The CMB ACNS Team is on track to streamline the entire Army inventory of encryption devices by 2016, converging 77 different types of outdated devices into 48 modern types.



TRAINING TEAMS BOLSTER U.S. NATIONAL SECURITY, SUPPORT PARTNER NATION NEEDS

By Adriane Foss, USASAC Public Affairs

The last of the two longest serving U.S. Army Security Assistance Training Teams concluded its mission when the team departed from Egypt June 1.

The AH-64D Apache Technical Assistance Field Team (TAFT) was established in February 1993. The nine-man U.S. Army aviation team had the mission to advise and assist the Egyptian Air Force (EAF) 550th Apache Wing in the fielding, training and operational sustainment of three squadrons, consisting of 640 Egyptian airmen and 35 AH-64D attack helicopters.

"For the past 22 years, the TAFT has trained the EAF trainers of pilots and maintenance personnel in order for the wing to achieve the capability to sustain its own operations," said Walton "Buck" Walker, Security Assistance Training Management Organization (SATMO) Security Assistance Training (SAT) manager for Egypt, Jordan and Lebanon. "The TAFT has assisted in developing pilot training procedures, pilot-in-command and instructor pilot training, along with wing-level maintenance to ensure the wing could begin to execute independently."

While the recently redeployed TAFT was historically long, it is far from the only one of its kind.

ABOUT SATMO

SATMO, a subordinate organization of the U.S. Army Materiel Command's U.S. Army Security Assistance Command (USASAC), deploys Army Security Assistance Training Teams to partner nations in support of Security Assistance Organization training objectives.

SATMO training teams are a crucial component of USASAC's "total package approach," which not only provides materiel for partner nations in the form of Foreign Military Sales, but also provides refurbishment, spare parts, maintenance and training teams like TAFTs. All elements of USASAC, including SATMO, combine to help 145 ally countries and multinational organizations



strengthen their defensive capabilities and promote democratic values throughout the globe.

"Because of the duration of a TAFT – one or more years – long-term relationships are often established with partner nation personnel," said Mark Moen, SATMO's director of regional operations. "Some of these relationships extend beyond the time a Soldier is in a country."

Moen has worked for SATMO for 15 years, and retired from active duty service after 21 years. As a special forces Soldier, he spent several years training foreign forces and has a unique knowledge of foreign military needs. He said a TAFT is generally designed to meet a specific mission requirement, like helicopter mission training. The team is composed of experts within the particular field.

"In the case of the Apache TAFT, the pilots selected for this mission would be experienced instructor pilots or maintenance test pilots," he said.

MULTI-FACETED MISSIONS

The scope of TAFT missions is broad, as USASAC currently oversees more than 5,000 Foreign Military Sales cases with a combined program value of more than \$160 billion.

SATMO's brigade-equivalent command is headquartered at Fort Bragg, North Carolina, where it employs more than 260 Soldiers, Department of Army Civilians and contractors who deploy to more than 20 countries throughout the year to meet training assistance requirements of America's foreign partners.

"SATMO has a long history of providing a wide variety of security assistance teams which can do anything from basic Soldier skills training to highly technical, very advanced military education and senior-level development," said Moen.

SATMO was organized in the early 1970s to manage the deployment of Security Assistance Training Teams. Today, it is known as the Army's one-stop shop for all Army security assistance training overseas. Moen said it earned its status as a customer-oriented unit that gives the security assistance enterprise a wide range of options in achieving each partner nation's training goals and U.S. foreign policy objectives.

THE BENEFITS

"TAFTs can save time by providing a team over a longer, singular period of time versus episodic, periodic events that only last from a few days to a couple of months," said Moen. "Episodic events don't accomplish everything the partner nation needs."

Episodic events are also more expensive, because the teams deploy under temporary duty, instead of permanent change-of-station conditions.

"Every team sent out by SATMO is unique and tailored, both in size and technical expertise, to meet the requested mission," said Moen. "This makes SATMO a cost-effective provider of training to our partner nations. There is no excess on our TAFTs."

Cost savings are crucial for partner nations. Another cost-effective feature of TAFTs hinges on the length of stay. He said team members can impart a significant amount of knowledge to partner nations during long-term TAFTs.

Four UH-60M helicopters fly over Malmen Air Base, Linköping, Sweden, during training led by the Technical Assistance Field Team provided by the U.S. Army Security Assistance Training Management Organization. (U.S. Army photo)

AMC
Global Reach

USASAC: 50 YEARS OF BUILDING RELATIONSHIPS FOR THE ARMY



The U.S. Army Security Assistance Command (USASAC) recently marked a half-century carrying out one of the State Department's most critical missions – building partnerships and cementing strategic alliances around the globe.

USASAC recognized its 50-year anniversary during a July ceremony at its headquarters at Redstone Arsenal, Alabama, and with festivities at its founding location, New Cumberland Army Depot, Pennsylvania.

The command delivers materiel, services and training to allies and international partners through security assistance and Foreign Military Sales (FMS). USASAC's mission has improved allies' and partners' capabilities, their abilities to work and fight independently and also strengthened their partnerships.

"Five decades has seen the USASAC mission evolve, and the same can be said of our headquarters locations," said Maj. Gen. Mark McDonald, USASAC's 27th and current commanding general. "As the importance of our mission has grown, our headquarters has moved with increased visibility throughout the Army."

At its July 19, 1965, inception, USASAC was known as the U.S. Army Supply and Maintenance Command International Logistics Center at New Cumberland. It was a relatively small organization that was part of the three-year-old Army Materiel Command (AMC).

"When you see photos of USASAC's opening day at New Cumberland, you realize how far we've come – from a former warehouse to a state-of-the-art facility at Redstone Arsenal. And we have always managed to meet our nation's, our Army's and our customers' requirements," McDonald said.

Today, USASAC executes more than 5,000 FMS cases with 145 countries that are valued at more than \$160 billion. McDonald cites the command's ability to execute urgent requirements – such as in Iraq, where 300 MRAPs, 50 mine rollers and five brigade sets of individual Soldier equipment, weapons, ammunition, communications equipment, counter roadside bomb equipment and bridging equipment have resulted in increased partner capability – as supporting a national security priority.

The command remains a relatively small organization, but as the lead for AMC's security assistance enterprise, it coordinates with more than 40 U.S. government agencies and private industry.

"It's a team effort, because it is a team business with our allies, internally with our security assistance enterprise partners inside the military, and with our defense industries who provide the capability," said McDonald. "It's pretty important that we maintain a good sense of cooperation."

While the day-to-day success of the relationships that develop between the Army and its partners may not be visible to large numbers of people, the partnerships are vital to the nation and used in U.S. Combatant Command strategies, McDonald said.

He attributes much of USASAC's successful partnerships to what is known as the "total package approach," which offers life cycle management for FMS and includes equipment, spare parts, training, publications, technical documents, maintenance support and other services to ensure a long-term capability and relationship.

"Our command provides materiel, while maintaining and cultivating friendships on a daily basis," said McDonald.

FAST FACT:**WHAT IS THE DIFFERENCE BETWEEN A TECHNICAL ASSISTANCE FIELD TEAM (TAFT) AND EXTENDED TRAINING SERVICE SPECIALIST (ETSS)?**

Technically, a TAFT is more focused on technical assistance and less on training. An ETSS is more focused on training with limited technical assistance. From the SATMO perspective, the terms are interchangeable; the term TAFT is more universally recognized.



FROM TOP: Master Sgt. Steven Kroll, left, and Sgt. 1st Class Ronald Bootes, members of the U.S. Army Security Assistance Training Management Organization, instruct Armenian students on individual movement techniques during the Warrior Leader Course at the Warrant Officer School in Yerevan, Armenia.

Sgt. 1st Class Marc Baker, a member of the U.S. Army Security Assistance Training Management Organization, observes Armenian students working during Warrior Leader Course classroom instruction at the Warrant Officer School in Yerevan, Armenia. (U.S. Army photos)

“There are many lessons that we as an Army have learned over decades that can be provided to our partner nations,” said Moen.

Relationships between members of the TAFTs and partner nations often stretch far beyond the tenure of the team members’ time in country. He said long-term teams have the opportunity to instill and solidify cultural change to the way the partner nations do business.

“For example, in Colombia, there has always been a strong tendency for the Colombians to follow the U.S. Army when establishing their aviation training, techniques and procedures. The TAFT that is currently in Columbia has come a long way in solidifying those into the Colombian aviation culture,” Moen said.

CHALLENGES

The nature of global politics requires TAFTs to also work under a partner nation’s time constraints. A TAFT deployed in 2012 to Linköping, Sweden, in support of the Swedish Armed Forces’ (SwAF) procurement of 15 UH-60M aircraft. The SwAF was scheduled to deploy to the Afghanistan area of responsibility in March 2013 to provide critical medevac support for coalition forces. SATMO selected and deployed three of its most experienced aviation UH-60 crew members to assist. This TAFT was charged with ensuring the SwAF could meet their proficiency requirements in their shortened time-frame. Moen called this par for the course, noting time constraints and world politics are some of many constraints TAFTs work under.

“We sometimes face language and cultural concerns, and varying expectations from partner nations,” he said, adding that TAFT members are well-trained and reinforced by Army ethics and excellent support teams. “U.S. Soldiers do not want their mission to fail, so they work hard at providing what their customers need, and it’s a full-team effort by the security assistance enterprise, setting the TAFT up for success.”

That full-team effort includes the constant oversight and support from USASAC’s country program managers, security assistance management directorates, security assistance training managers and security cooperation officers. Moen said constant collaboration is ongoing from the time TAFTs are selected through the end of the mission.

SUCCESSFUL SIDE EFFECTS

TAFTs can also serve as a bridge for diplomacy. Moen said in Sweden, the SwAF team proved to be a stepping stone for the U.S. Army Special Operations Command (USASOC) at Fort Bragg.

The three-person team that went to Sweden focused on a single mission, and ultimately helped the Swedes provide a very successful medevac capability for coalition forces in Afghanistan. The relationship building that took place during the process also laid the foundation for a USASOC team to continue improving their aviation capabilities.

“All-in-all, our TAFTs are providing a crucial service to our nation and our partners around the globe,” Moen said. “Effectively training our partners at the end of the day means we are strengthening U.S. global relations, ensuring interoperability between U.S. and friendly foreign forces during combat operations, and supporting Combatant Command engagement strategies. It’s a win-win – for our partners and for the United States.”



PROVIDING GLOBAL TRANSPORTATION SUPPORT TO THE WARFIGHTER 24|7|365

By SDDC Public Affairs

For more than 50 years, the Military Surface Deployment and Distribution Command (SDDC) has provided global deployment and distribution capabilities to meet the nation’s objectives. Although SDDC’s mission has adapted, the command has always played a major role in the transportation of Department of Defense cargo in support of the U.S. warfighter.

“Trained and ready warfighters, plus logistics excellence, equals success,” said Maj. Gen. Susan A. Davidson, SDDC commanding general. “No other country can do what we do, and SDDC plays a huge role in the logistics part of that equation.”

As a major subordinate command of U.S. Army Materiel Command, and the Army Service Component Command to U.S. Transportation Command, SDDC is responsible for planning, booking, shipping and tracking cargo; conducting terminal operations at ports around the globe; and managing personal property moves for America’s warfighters, federal employees and their families.

“There are literally tons of equipment and supplies needed to keep our warfighters supplied,” said Davidson. “All of that cargo isn’t being transported from point to point exclusively by military assets. It would take thousands more troops, trucks, vessels and aircraft, and a lot more of the taxpayers’ money, to move everything by military transport.”

Sgt. 1st Class Aaron Lawson, port operation supervisor with the Surface Deployment and Distribution Command’s 839th Transportation Battalion, directs vehicle drivers as they load equipment onto the ship Cape Race at the Liberian National Port Authority’s Port of Buchanan. The ship berthed so Soldiers could load and redeploy military equipment used in support of Operation United Assistance, a Department of Defense operation in Liberia to provide logistics, medical training and engineering support to efforts combating the Ebola virus outbreak in West Africa. (U.S. Army photo by Sgt. 1st Class Mary Rose Middlesteadt)

Instead, SDDC contracts those transportation requirements to existing commercial companies already moving other cargo around the world.

"It's a far more efficient and cost-effective way to do business," said Davidson.

SDDC'S GLOBAL POSTURE

SDDC, which includes about 2,400 military and civilian transportation experts, accomplishes this global mission by partnering with the best of U.S. commercial shipping, port, trucking, barge and rail services to deliver cargo to every corner of the globe in support of Department of Defense operations.

The command is involved in worldwide port operations around the clock, 365 days-a-year. Nearly all DOD cargo for unit deployments, redeployments, training rotations, exercises, humanitarian assistance missions and other contingencies goes through one or more ports before reaching its destination.

Military port operations, as well as the execution of SDDC's other deployment and distribution functions, are carried out by the command's five brigades and their subordinate battalions, all of which are strategically located throughout the world. Taking advantage of their

geographic locations, each of the brigades is regionally aligned to provide deployment and distribution support to DOD's geographic Combatant Commands.

SDDC's 595th Transportation Brigade, located at Camp Arifjan, Kuwait, conducts surface deployment and distribution operations within the U.S. Central Command (CENTCOM) area of responsibility. The brigade has two transportation battalions with locations in Afghanistan, Kuwait, Qatar, Dubai and Oman. Through a cohesive team of experts, the brigade links strategic surface movement requirements with commercial capability by combining organic, commercial and host-nation capabilities.

SDDC's 596th Transportation Brigade conducts operations in support of U.S. Northern Command and U.S. Southern Command. Headquartered at Sunny Point, North Carolina, the 596th's mission includes the operation and management of two ammunition terminals, located on both U.S. coasts. West Coast ammunition operations are conducted at Military Ocean Terminal Concord, California, while the East Coast is serviced by Military Ocean Terminal Sunny Point. The brigade also includes two battalions with detachments in Florida, Puerto Rico and California.

The 597th also includes three Rapid Port Opening Elements (RPOE) in Virginia. The RPOEs deploy quickly in a crisis or contingency operation to support air and sea ports of debarkation for follow-on personnel and equipment as part of U.S. Transportation Command's Joint Task Force-Port Opening capability.

SDDC's 598th Transportation Brigade provides support to U.S. European Command, U.S. Africa Command and CENTCOM. The 598th consists of two battalions, one company and numerous detachments located throughout Europe. Their motto, "Warrior Logistics – in Motion," aptly describes their operations as they provide expeditionary and deliberate port and surface distribution operations to support multiple Combatant Commanders.

SDDC's 599th Transportation Brigade is headquartered at Wheeler Army Airfield, Hawaii, and supports operations in the U.S. Pacific Command (PACOM) area of responsibility. The brigade is co-located with all PACOM service component commands on the island, making the location ideal for brigade planners to effectively coordinate with the brigade's leading supported units. The brigade's location also provides easy access to Navy and commercial ports at Pearl Harbor, Barbers Point Harbor and Honolulu.

The 599th has the largest geographical area of responsibility in the world, covering 52 percent of the Earth's surface, equal to about 105 million square miles. To enable this reach, the brigade includes three subordinate battalions, with elements located in Japan, Singapore, Guam, Alaska and South Korea.

SDDC also has a valued asset in its reserve component, the Deployment Support Command (DSC). Headquartered in Birmingham, Alabama, and composed of five reserve brigades, DSC's trained and ready surface transportation experts provide the critical support augmentation needed to keep the cargo flowing for the nation's warfighters during wartime operations and other contingencies.

FULL-SPECTRUM SURFACE TRANSPORTATION

The amount of equipment and supplies that SDDC transports is immense. According to SDDC's Command Operations Center,



Sgt. 1st Class Paulus Hindarto, movement management operator for the 836th Transportation Battalion, 599th Transportation Brigade, checks off cargo to be loaded on the U.S. Naval Ship Mendonca after accounting for it on a handheld device. The 599th Transportation Brigade worked around-the-clock port operations for five straight days to upload more than 1,600 pieces of cargo destined for the Joint Readiness Training Center at Fort Polk, Louisiana. (U.S. Army photo by Donna Klapakis)

during calendar year 2014 alone, SDDC was responsible for the movement of more than 5.6 million measurement tons – or 3.2 billion pounds – of cargo in support of U.S. forces and their missions worldwide.

Prior to 9/11, SDDC's primary focus was on providing terminal operations at ports around the country and throughout the world. SDDC's role in the management of port operations has since evolved, focusing more heavily on planning and coordinating with its customers, the military services, federal agencies and commercial partners. While SDDC still conducts terminal operations and actively participates in cargo movement operations, much of the physical staging of cargo and loading of vessels, trucks, trains or planes is completed by contracted labor.

When working with customers to get their cargo moved, SDDC uses its logistics expertise and information technology systems in the planning, preparation, execution and follow-up phases.

"There is so much data and such a variety of players involved in the process, that what our surface transportation experts are doing every day takes proficiency and requires an integrated, full-spectrum approach to conducting operations," said Davidson. ▾



Stevedores at Port of Port Arthur, Texas, secure military equipment to railcars during a multi-port mission conducted by the 842nd Transportation Battalion, 597th Transportation Brigade, Military Surface Deployment and Distribution Command. The battalion facilitated terminal operations simultaneously at two Texas ports for the loading of unit equipment headed overseas and the offloading of retrograde cargo returning from Afghanistan. (U.S. Army photo by Sarah Garner)

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



GLOBAL PARTNERSHIPS

DELIVER S&T OPPORTUNITIES

By RDECOM Public Affairs

U.S. Army and Japanese Ground Self-Defense Forces conduct bilateral training focusing on the identification and disposal of improvised explosive devices at Camp Chitose-Higashi, Japan. (U.S. Army photo)

U.S. Army Science and Technology (S&T) teams are stationed around the globe to explore international collaboration opportunities and close capability gaps for Soldiers. This cooperation can lead to advancements that can be applied in both conflict and humanitarian missions.

“From basic science to maturing technology, foreign research contributes to the development and improvement of American military products,” said Brig. Gen. William Cole, deputy commanding general of the U.S. Army Research, Development and Engineering Command (RDECOM).

Three regional RDECOM Forward Element Commands (RFECs) lead these S&T efforts: RFEC Americas with headquarters in Santiago,

Chile; RFEC Atlantic with headquarters in London; and RFEC Pacific, headquartered in Tokyo. They pursue solutions in standardization and interoperability, research and development, academic collaborations and S&T agreements. RFECs also initiate partnerships with industry, foreign military laboratories and academia.

“These RFECs serve as the critical link between our domestic research centers, U.S. commanders overseas and our foreign technology partners,” said Cole, who oversees the RFECs.

RFECs coordinate the work of the International Technology Centers (ITCs), which represent RDECOM to international researchers and the foreign military technologists of allies and key partners. Field Assistance in Science

and Technology (FAST) teams supporting U.S. commands overseas also fall under the RFECs.

“Our FAST advisors are RDECOM’s face to the field,” Cole explained. “We rely on them to represent RDECOM to U.S. commanders at select three- and four-star commands.”

RFEC AMERICAS

Founded in 2004, RFEC Americas is the newest and smallest of the three organizations with ITCs positioned in Canada and Argentina.

RFEC Americas has access to senior leadership in most of the armies in the Americas, and their science, technology and engineering leaders through the Conference of American Armies. This voluntary organization, which includes 22 member armies and other observers, has a goal of improving interoperability in peacekeeping, disaster relief and humanitarian operations.

“We are part of the U.S. mission and execute our program to meet Army goals in the context of broader U.S. government goals as articulated in the U.S. Embassy strategy,” said Lt. Col. Hector Gonzalez, RFEC Americas commander.

Gonzalez said the relationship is strong and makes for better programs.

“We are scientists and engineers working in subject areas of universal importance such as alternative power and energy, disaster relief technologies, water purification, and mitigating environmental impact of operations and manufacturing,” he said. “For a Combatant Command or Army component command, we are a smart, soft power tool that can be used to meet their goals.”

RFEC ATLANTIC

RFEC Atlantic oversees a diverse cultural and political landscape that spans Europe, Africa and Western Asia (Russia and the former Soviet Union) from ITCs in the United Kingdom, France and Germany, according to Col. Keith Hirschman, RFEC Atlantic commander.

RFEC Atlantic supports two Combatant Commands – U.S. European Command (EUCOM) and U.S. Africa Command (AFRICOM) – maintaining relationships in an S&T community spread across 110 nations.

“From the leading edge of international research, collaborative projects not only build lasting relationships, they allow the ITCs to leverage a small amount of research money to gain a huge return against the cost of the research effort,” Hirschman said.

FAST members at EUCOM have a strategic focus and represent the command in Joint Concept Technology Demonstration and Coalition Warfare Program initiatives.

The Joint Multinational Readiness Command FAST advisor and Joint Multinational Readiness Center noncommissioned officer provide S&T support to U.S. and multinational training and exercises at Grafenwoehr and Hohenfels, Germany, working directly with Soldiers to improve training, interoperability and equipment.

FAST members assigned to AFRICOM have helped solve capability gaps ranging from man-portable water solutions to providing solar power for remote outposts. Their efforts aim to solve long-range, long-endurance intelligence, surveillance and reconnaissance challenges inherent in a vast area of operation.

RFEC PACIFIC

RFEC Pacific facilitates S&T collaboration throughout a region spanning 36 countries.

“RFEC Pacific has established an exceptional working relationship with Japan, Korea, Australia and Singapore,” said RFEC Pacific Commander Col. Ernest “Lee” Dunlap. “We seek opportunities to expand engagements in India as well as countries in the Association of Southeast Asian Nations, such as Vietnam, Thailand and the Philippines.”



Capt. Kantima Niweswan with the Royal Thai Army Chemical Department demonstrates the Smart-DART Platform during Operation Crimson Viper 2014 to test for water purity at Chao Samran, Thailand. (U.S. Army photo)

Maj. Brent Odom (top), RDECOM Field Assistance in Science and Technology advisor to U.S. Army Africa, observes Cameroon soldiers developing combat life-saving skills in Koutaba, Cameroon, during Central Accord 2014. (U.S. Army photo)

RFEC Pacific works with the broader Department of Defense S&T community, including the Office of Naval Research Global, the Asian Office of Aerospace Research and Development, the Defense Advanced Research Projects Agency, and the Defense Threat Reduction Agency.

FAST advisors participate in about 10 coalition exercises each year to identify and address critical capability gaps and help build partner capacity with allies. Their contributions in the Pacific support a wide range of technology needs, including Command, Control, Communications, Computers, Intelligence, Surveillance and Reconnaissance, counter-improvised explosive devices, counter-weapons of mass destruction, dynamic precision fires, operational power and energy, language translation and humanitarian assistance/disaster relief.

“Exercises such as Ulchi Freedom Guardian (in Korea) provide ideal opportunities for us to operationalize our S&T support to the warfighter and build strong relationships with other AMC equities, as well as allied countries,” Dunlap said. ♥

The U.S. Army Research, Development and Engineering Command (RDECOM) is the Army's technology leader and largest technology developer. A subordinate of the U.S. Army Materiel Command, RDECOM creates, integrates and delivers technology-enabled solutions to Soldiers.

LOGISTICS ASSISTANCE REPRESENTATIVE COMMAND TO SOLDIERS

By Kari Hawkins,
AMCOM Public Affairs

Two Soldiers in Korea work to repair electrical wires affecting cockpit flight instrumentation on a UH-60L helicopter under the guidance of an Aviation and Missile Command Logistics Assistance Representative. (U.S. Army photo)

The Aviation and Missile Command's (AMCOM) presence is known wherever Soldiers are charged with around-the-clock maintenance of aviation and missile systems, at stateside Army installations and around the world.

That AMCOM presence comes in the form of civilian employees who have a vast amount of both on-the-job and formal training. They have the ability to provide the guidance, advice and resources needed to keep helicopters and unmanned aircraft flying and missile systems ready to fire.

They are Logistics Assistance Representatives – better known as LARs – and about 250 of them are stationed around the world. They are critical, mobile, technical experts who fulfill their mission working side-by-side with maintenance Soldiers.

“The intent of a LAR is to aid in early detection and resolution of logistics issues that might affect unit readiness,” said Christopher Oleyte, director of the AMCOM LARs program. “They are experts in their field. They are AMCOM to aviation and missile Soldiers, and we have them all over the world from Korea to Turkey to Grenada to South America.”

LARs have the capability to mobilize total AMCOM support, including engineers, logistics personnel and program managers, to address issues in the field.

LARs ensure unit readiness and implement AMCOM's overall mission.

“LARs are in an incredible position to identify and act on readiness problems. They are a link with AMCOM to provide feedback,” said Jose Escolero, a LAR stationed in Afghanistan. “We conduct studies and provide data requested for internal elements and advise AMCOM of weapon system issues that cannot be resolved in the field.”

Often, AMCOM recruits its LARs from those leaving the military who have been trained in a maintenance military occupational specialty.

“They have 10 years or more of aviation and missile experience,” Oleyte said. “And mobility is a condition of their employment.”

It could be said that LARs are the human manifestation of cutting-edge technology. They know how to take the knowledge gained from years of working in Army maintenance and sustainment, and apply it in any situation. Often, those situations come fast and furious, with only minutes to spare in making adjustments or correcting a maintenance issue.

“We hire subject matter experts in their fields, particularly in weapon systems,” said Curt Gross, Logistics Assistance division chief. “Then, we teach them about the resources available to LARs. They need to understand logistics, the different databases we use for locating equipment

and spare parts, how to contact the right manager to assist them and how to do business with AMCOM. We have standardized expectations where our LARs know how to expedite parts, how to search in various databases, who to call, how to track progress and what needs to be reported to a commander. We hire a technician and teach them the logistics side of the business.”

Ask any LAR and they’ll tell you there is another condition of employment – a deep-rooted commitment to the nation and a dedication to ensuring Soldiers have the best technological support to complete their missions.

“I spent 26 years as a Soldier, associated with the CH-47 helicopter as a private to first sergeant,” said Clarence Reynolds, who is an AMCOM LAR for cargo/utility helicopters in Iraq. “I felt being a LAR is the best way that I can show my respect to our aviation Soldiers and give back to our CH-47 Soldiers by offering them the training and guidance that I received from a group of special individuals who trained me over the years. I am proud to be a LAR, to share my knowledge.”

While LARs are often assigned to six-month deployments, they are not necessarily deployed to a war zone. They are also located with units serving in peacetime missions around the world. They serve wherever AMCOM’s aviation and missile systems are maintained.

“LARs assist Soldiers in motor pools, maintenance shops, aviation hangars, supply activities and electronic maintenance facilities,” said Frank Dudas, AMCOM senior command representative at Fort Shafter, Hawaii. “They serve as the subject matter experts for a particular commodity, whether it’s in peace time or conflict, including natural disasters. LARs

provide assistance to commanders with logistics issues beyond their resources or capabilities to resolve.”

Each deployment for a LAR is unique in the unit they are assigned to support and where their deployment will take them.

“You’ve got to be able to adapt to different environments,” said Craig Speck, an AMCOM LAR in Iraq. “You have to have the ability to communicate, work under pressure and multi-task. You have to be able to listen to the customer’s issue and assist in resolving the problem.”

John Hinchman, who supports the 407th Army Field Support Brigade in the Midwest region of the U.S. and who has deployed as a LAR three times to Iraq, and once each to Afghanistan and Kuwait, said there are two things that make a good LAR: technical knowledge of supported systems and the ability to work with and train Soldiers. Proficiency in all aspects of logistics assistance mission activities make LARs invaluable to brigade units in the field.

“Experience, commitment, patience, tolerance, obedience, flexibility, ability to work with people and ignore discomforts of different environments, stable marriage and family life, economic stability, health, willingness to travel, willingness to move frequently,” John Salazar, a LAR in Kuwait who has deployed seven times in support of aviation brigades, added to the list of qualifications of a good LAR.

“ YOU’VE GOT TO BE ABLE TO ADAPT TO DIFFERENT ENVIRONMENTS. YOU HAVE TO HAVE THE ABILITY TO COMMUNICATE, WORK UNDER PRESSURE AND MULTI-TASK. YOU HAVE TO BE ABLE TO LISTEN TO THE CUSTOMER’S ISSUE AND ASSIST IN RESOLVING THE PROBLEM. ”

CRAIG SPECK, AMCOM LAR IN IRAQ



Below, Shawn Spoon, an Aviation and Missile Command Logistics Assistance Representative, develops an airframe repair for a cracked longeron on an OH-58D Kiowa Warrior during a recent Periodic Phase Maintenance Inspection. Spoon’s technical expertise resulted in direct savings of more than \$12,000 and countless man-hours in repairing the cracked longeron, seen here, rather than replacing it. (U.S. Army photos)



Although the job is a challenge, being a LAR is rewarding for those who take on the responsibility. “The things I really like about the job include the daily contact with Soldiers and the contractor workforce, and seeing the expression on a Soldier’s face – either young or old – as you help them understand or repair something on the helicopter,” said Reynolds, who has been on six deployments. “The teamwork is great, too. But the best result is always watching and seeing your aircraft and its crew return home safely after the mission is completed.”

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

THE BIG

5

THREE DECADES OF TECHNOLOGICAL SUPERIORITY

During the 1970s, the U.S. Army Materiel Command (AMC) devoted much of its energy and expertise to the development of the Big Five – major projects that would provide technological superiority on the battlefields of the 1980s, 1990s and beyond. The intent was to develop an Advanced Attack Helicopter, a Utility Tactical Transport Aircraft System, the Main Battle Tank, a Mechanized Infantry Combat Vehicle, and a Surface-to-Air Missile.

The Big Five systems eventually transformed into the AH-64 Apache Helicopter, the UH-60 Black Hawk Helicopter, the M1 Abrams Main Battle Tank, the M2/3 Bradley Fighting Vehicle, and the Patriot Air Defense System. All five systems underwent rigorous, and often challenging, development processes before being fielded. These systems have been linchpins in the U.S. Army's fighting force over the past three decades.



1 APACHE HELICOPTER

The Advanced Attack Helicopter program, which began in 1972, eventually led to the development of the Apache Helicopter. A four-blade, twin-engine attack helicopter, the Apache was conceived as a replacement for the AH-1 Cobra.

The AH-64 Apache, which has seen a variety of upgrades over the past three decades, was initially designed and developed by Hughes Helicopters. It became the product of McDonnell Douglas from 1984 to 1997, and later transitioned to Boeing Defense.

The system took part in its first major operation in 1989 when units were deployed to Operation Just Cause, the invasion of Panama. With its world-class target acquisition and night vision systems, the helicopter was highly praised for its precision by Army senior leaders. Apaches fired the first shots in Operation Desert Storm, destroying Iraqi radar positions. It has since served in a variety of conflicts including those in Kosovo, Afghanistan and Iraq.

AMC and its partners in industry continue to devote resources to upgrading and improving the Apache Helicopter so it can remain vital to missions across the globe.



2 BLACK HAWK HELICOPTER

In 1952, the U.S. Army identified a requirement for a medical evacuation and utility helicopter that led to the development of the UH-1 Huey. While used in Vietnam as part of medical evacuation units, the Huey faced serious operational shortcomings, and beginning in 1965, the Army worked to address those issues.

The program, known as the Utility Tactical Transport Aircraft System, was redesignated the UH-60A Black Hawk in 1977, with the helicopter finally entering service in 1979. The U.S. first used the Black Hawk in 1983 during the invasion of Grenada and again in 1989 during the invasion of Panama.

The Black Hawk continues to support the U.S. Army's missions across the globe in a number of variants with special modifications, including improved target acquisition, medical evacuation and electronic warfare.



HIGHLIGHTING THE CONTRIBUTIONS OF PAST PROFESSIONALS

The late Col. Alexander Davis Jr., known as “Big Al” for his giant stature and gregarious personality, helped shape a generation of Army leaders during his time in the Quartermaster Corps.

Davis, who passed away in 2013, served in a variety of logistical assignments around the globe, including a deployment to Iraq in 2005. He retired from active duty service in 2010 and



transitioned to civilian life as director of Operations and Training Management Directorate at the U.S. Army Quartermaster School at Fort Lee, Virginia.

“He was an awesome American,” said Keith Orage, currently the director of training at the U.S. Army Quartermaster School, who served as Davis’ executive officer during his time as the battalion commander for the 262nd Quartermaster Battalion. “He was very charismatic, a leader that had this presence about him. He was upbeat, positive, the kind of person that made you want to work for him and be around him.”

Throughout his career Davis helped to lay the foundation for the future of the Quartermaster Corps, and in many ways, the Army as a whole, Orage said.

“He would go out of his way to help his fellow man – Soldier, civilian, whomever – doing whatever he could,” Orage said. “He used to tell me that he never met a stranger, and it showed.”

“Having a leader like that here as part of the institutional Army for a significant portion of his career provided the opportunity for him to impact so many young Americans,” Orage continued. “We train hundreds of Soldiers annually, so think about having someone like him here as a leader and mentor. You can see his impact across the globe.”

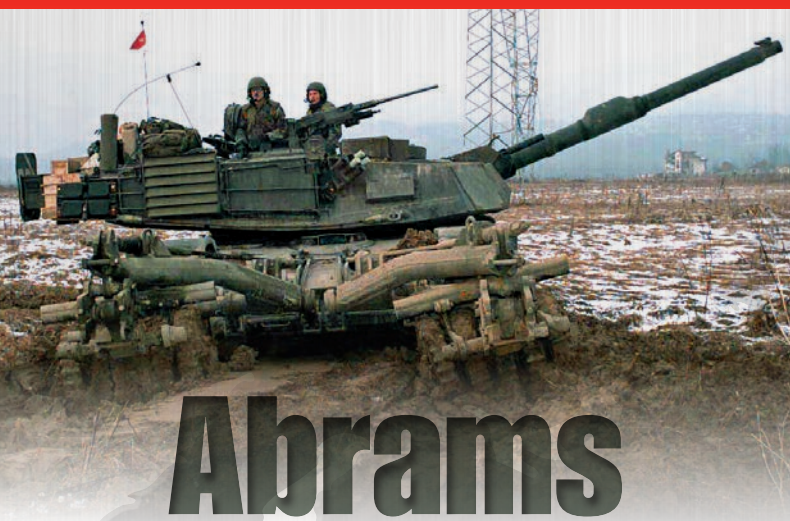
As a way to honor the lasting impression “Big Al” left on the Quartermaster Corps, the 262nd Quartermaster Battalion Headquarters was named Davis Hall in June.

“I watched his example of leadership, service and commitment on full display,” said Gen. Dennis L. Via, U.S. Army Materiel Command commanding general, during the building dedication ceremony.

Via, who met Davis while he was in the ROTC program at Virginia State University, said that Davis’ motto for the battalion – “Lifeline for Life” – could easily have applied to his lifetime of service to his fellow Soldier.

“As we remember him today and every day, I know the 262nd headquarters building will stand for many years as a tribute to his great legacy.”

Davis is survived by his wife, Karen, and two daughters, Alexis and Aaren. ▾



Abrams

3 ABRAMS MAIN BATTLE TANK

The XM1 Main Battle Tank entered U.S. service in 1980, replacing the M60 tank. That year it was announced that XM1 would be called the M1 Abrams in honor of the late Gen. Creighton Abrams Jr. While technically only in development for seven years, the success of the M1 is directly related to two failed programs – the MBT-70 and the XM-803 – which served as building blocks for the third-generation Main Battle Tank.

The Abrams saw its first combat during Operation Desert Storm in 1991.

More than 3,000 M1 Abrams were produced between 1979 and 1985, and an additional 6,000 M1A1 Abrams were produced between 1986 and 1992. Each successive variant of the Abrams has incorporated changes or improvements to lethality, survivability and maneuverability.

The U.S. Army is still working with its industry partners to upgrade the Abrams with improved mileage, sights and sensors.



4 BRADLEY FIGHTING VEHICLE

Entering Army service in 1981, development began on the Bradley as the Mechanized Infantry Combat Vehicle during the mid-1960s. The original requirements called for a vehicle with armor protection that could transport infantry while providing cover fire to suppress enemy troops and armored vehicles. One specific design requirement was for the vehicle to be as fast as the M1 Abrams to more easily maintain formation while moving.

About a dozen variants of the Bradley have been produced over the past 30 years, and more than 6,000 individual Bradleys have been built.

The Bradley, named after Gen. Omar Bradley, first saw combat in 1991 during Operation Desert Storm and has since been active in conflicts in the Middle East. The U.S. Army is currently working to develop a replacement for the Bradley through the Future Fighting Vehicle program.



5 PATRIOT AIR DEFENSE SYSTEM

In 1964, the Secretary of Defense initiated the Surface-to-Air Missile Development (SAM-D) program to replace Hawk and Nike Hercules systems. The requirements for the SAM-D would create a system that had extensive computer control, could engage multiple targets and could operate in an electronic counter-measure environment.

In 1976, the SAM-D program was formally named the Patriot, with emphasis on the air defense system’s role as a strong defender of American freedom and national beliefs. It also reflected the nation’s celebration of the American Bicentennial.

Entering service in 1981, the Patriot became the Army’s primary surface-to-air missile system. During the 1980s, the Patriot was upgraded to handle the threat of missiles and rockets, and to engage and destroy aircraft at standoff range. The upgraded system reached Army units in 1990, just in time for deployment during Operations Desert Shield and Desert Storm.

More than 1,000 launchers are currently in U.S. service with more than 10,000 missiles



Mike Walsh, Joint Munitions Command Quality Assurance Ammunition Surveillance expert, inspects 120 mm tank ammunition in storage during a deployment to Iraq. (U.S. Army photo)

AMMO EXPERTS PROVIDE FAITHFUL FIREPOWER TO WARFIGHTERS IN THE FIELD

By Tony Lopez, JMC Public Affairs

When bullets respond to a trigger pull and mortars explode as they should, Quality Assurance Ammunition Surveillance (QASAS) experts can rest assured they have successfully performed their mission.

QASAS personnel are assigned as ammunition advisors to Combatant Commanders across the globe. Wherever Soldiers go, QASAS experts are there to provide ammunition surveillance and explosives safety support.

The QASAS Career Program was established in 1920, making it the oldest federal civilian Career Program. QASAS professionals have deployed during World War II, Korea, Vietnam, various wars in the Middle East and conflicts in Grenada and Panama.

QASAS professionals bring many areas of expertise to the field when deployed, such as explosive safety, ammo packaging and safe handling procedures.

"QASAS experts have a different set of skills that require a broad spectrum of ammunition knowledge," said Tom Moore, Joint Munitions Command (JMC)

QASAS team leader, who has served as a QASAS expert for 18 of his 32 years of government service. "We are often tapped as subject matter experts, particularly for things that happen in the field."

Their core duty is inspecting ammunition returned by units. QASAS personnel have the skills to oversee or perform ammo inspections that effectively separate and segregate good ammo from bad.

This "recycling" effort allows good ammo to be repackaged and retained in storage or reissued to Soldiers when needed, said Moore. This effort alone reduces the logistical pressures of moving ammo forward across the battlefield. Any reduction in commodity movement saves not only money, but exposes fewer haulers to the dangers and hazards of operating in a combat zone.

Moore said he enjoys his role as an ammo expert because every day is different. He recalls performing a malfunction investigation on a conventional missile that normally would take two to three days, but required two weeks to complete because

of the hazardous travel involved. Moore flew by helicopter, or in one case traveled in a military convoy for 16 hours in the middle of the night, to six different combat zone locations, to complete the investigation. That is typical of what QASAS personnel do to support the warfighters in the field.

QASAS professional Mike Walsh has been deployed four times, including stints in Iraq, Haiti and Afghanistan.

"I enjoy my job because of the impact that it has on supporting the Soldiers," Walsh said. "I do my best each day to continue the QASAS legacy for the Army. Soldiers should not have to wonder if their ammunition will function when they need it."

Irene Young has been a QASAS expert for the last 10 years of her government service, deploying as the JMC Senior Theater QASAS to Kuwait in 2013.

"It's one thing to have hands on the ammo and assure that it is serviceable and ready for the Soldier, but to have that one-on-one with the Soldier makes it more valuable," Young said. "You see the work that you've done in the rear by inspecting the ammo that they are using. It gives you a feeling of pride, and you feel your job is significant because this Soldier is depending on you to give him quality ammunition."

QASAS experts are a part of the broader mission of JMC, which serves as the logistics integrator for life cycle management of ammunition and provides a global presence of technical support to U.S. combat units wherever they are stationed or deployed.

The QASAS mission includes establishing a surveillance program to determine the condition of the ammunition stockpile; developing procedures that assure ammunition is safe for storage, handling and use; executing inspections on all Class V materials; performing explosives safety surveys, mishap and malfunction investigations and inspections on explosives operations and facilities; and maintaining a database on the serviceability/readiness and suspension/restriction status of the ammunition stockpile. ♡

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



Tom Moore, Joint Munitions Command Quality Assurance Ammunition Surveillance Team lead, inspects 105 mm Stryker main gun ammo during a deployment to Iraq.



Eric Suarez, Tooele Army Depot Quality Assurance Ammunition Surveillance expert, completes the inspection of 40 mm linked grenades from unit turn-in during a deployment to Afghanistan. (U.S. Army photos)

PROVIDING SUPPORT TO GLOBAL EXERCISES

By Travis Spurrier,
TACOM Logistics
Assistance Directorate



Soldiers support the Combined Joint Logistics Over-the-Shore exercise in Korea. (U.S. Army photo by Chief Warrant Officer 4 Rick Deans)

The U.S. Army Tank-automotive and Armaments Command (TACOM), a global organization that focuses on Soldier and ground systems, plays a key role in theater exercises and operations around the world, providing technical assistance and support.

Two of those theaters – Korea and Europe – saw extensive TACOM participation during exercises in Fiscal Year 2015.

TACOM SUPPORT TO EUROPE EXERCISES

In October 2014, TACOM Logistics Assistance Representatives (LARs) provided technical assistance and support to various units deploying to the European theater to conduct training exercises as part of Combined Resolve III. Prior to each unit's arrival, the LAR Team assisted European Activity Set (EAS) maintenance personnel to ensure the readiness of equipment that Soldiers would soon draw. The newly established EAS included a battalion-sized set of equipment that Soldiers would fall-in on and use for training exercises throughout the region. TACOM's subject matter experts assisted EAS mechanics with troubleshooting, diagnosing and repairing equipment, as well as verifying that data cards for the combat vehicles were up-to-date.

Once the units arrived in Europe, TACOM LARs worked closely with maintenance personnel from the unit and EAS to assist with and resolve maintenance-related issues. They provided continued on-site support during the EAS equipment draw, which included more than 413 vehicles and pieces of equipment.

Once the equipment draw was complete, the units moved to the Hohenfels and Grafenwoehr Training Areas in Germany to begin operations. In coordination with the units' Brigade Logistics Support Team chiefs, LARs conducted site visits to the live-fire ranges, assisting units with performing immediate-action inspections and repair on

carbines, machine guns and grenade machine guns. LARs also visited maneuver ranges during mounted gunnery exercises to assist maintenance personnel with troubleshooting, diagnosing and repairing wheeled and tactical vehicles, and heavy expanded mobility tactical truck fleets. Finally, TACOM's experts assisted with fire control issues on the big guns in the Abrams Tanks and Bradley Fighting Vehicles.

TACOM's ability to train and advise unit maintenance personnel on how to troubleshoot, diagnose, repair and maintain their equipment, returning non-mission capable equipment to fully-mission capable status in the most expeditious manner, ensured the success of training missions in Germany.

TACOM SUPPORT TO KOREAN EXERCISES

In July, TACOM supported Combined Joint Logistics Over-the-Shore (CJLOTS) 15, a large-scale exercise involving the U.S. Army, Navy, Coast Guard and Marines, along with soldiers and sailors from the Republic of Korea. Logistics over-the-shore operations are military activities that

include offshore loading and unloading of ships when fixed port facilities are unavailable. They are conducted over unimproved shorelines and through fixed ports not accessible to deep draft shipping. The mission is to be able to discharge cargo from vessels anchored off-shore, transport cargo to various shore-based off-load sites, and marshal cargo for movement inland.

During CJLOTS 15, TACOM managed Rough Terrain Container Handlers (RTCH) that were essential to operations. One of the involved units needed to move the RTCHs from Camp Carroll, Waegwan, South Korea, to Anmyeon Beach, South Korea – a distance of about 140 miles. The unit requested assistance in removing the top handlers from the RTCHs to prepare them for movement. TACOM LARs provided the expertise, training and assistance to the unit maintenance personnel.

At Anmyeon Beach, the TACOM experts provided support and assistance by ensuring the equipment

remained operational throughout the exercise. The TACOM-managed equipment used in support of CJLOTS included tactical wheeled vehicles, construction equipment, recovery vehicles and numerous port operations items including the Trident Pier and port tugs.

During the exercise, Soldiers experienced unique challenges when operating vehicles in rising and receding water with the tides. TACOM professionals assisted unit personnel with operating equipment and troubleshooting equipment failures due to salt water operation. Their expertise allowed them to verify the effects caused by salt water to vehicle systems.

At the conclusion of CJLOTS, the TACOM LARs provided guidance to unit maintenance personnel to ensure that the equipment used during the exercise was properly restored and maintained. They worked with the units to inspect and clean vehicles to prevent excessive corrosion and other adverse effects from salt water. ♡



Logistics Assistance Representative Robert Martinez instructs a Soldier on proper repair procedures. (U.S. Army photo by David Jeffries)

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



CONNECTIONS ON THE BATTLEFIELD KEEP CAPABILITIES CONSISTENT AROUND THE WORLD

By CECOM Public Affairs

The U.S. Army Communications-Electronics Command (CECOM) ensures the global readiness of the complex, networked Command, Control, Communications, Computers, Intelligence, Surveillance and Reconnaissance (C4ISR) systems and capabilities that provide joint forces with the advanced information and technology they need to communicate on today's battlefield. The command adapts, strengthens and sustains the critical systems that joint warfighters rely on, allowing them to operate, fight and win anywhere, against any enemy, at any moment. CECOM provides global support such as training, reset, sustainment, maintenance, field support, logistical expertise, information and software assurance, and interoperability and certification activities around the globe.

As a worldwide command, CECOM's workforce is comprised of more than

13,000 military, civilian and contract employees located in 23 states and seven countries. Team members are integrated into Army Sustainment Command's Army Field Support Brigade structure, ensuring regional alignment with Combatant Commands (COCOMs).

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

CECOM's Software Engineering Center (SEC) is one of the most experienced and comprehensive software support systems within DOD. To ensure Soldiers are fed, housed, moved and supplied,

Soldiers assigned to 4th Battalion, 319th Airborne Field Artillery Regiment, communicate on the radio while conducting training during exercise Allied Spirit II at the U.S. Army's Joint Multinational Readiness Center in Hohenfels, Germany. Allied Spirit II is a multinational decisive action training environment exercise that involves over 3,500 Soldiers from the U.S., allied and partner nations. (U.S. Army photo by Spc. Brian Chaney)

the SEC provides life cycle software solutions for C4ISR software and hardware systems on the battlefield, and develops and maintains software business applications. 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 and worldwide software field support. The SEC offers 24/7 worldwide field software support working to ensure the Army's advanced computer systems are battle-ready.

SEC, headquartered at Aberdeen Proving Ground (APG), Maryland, also manages the Global Support Center, a secure, web-based portal for warfighters that streamlines the field support process through the use of the Field Support Management Tools suite of applications. These applications assist in balancing requirements and sustainment support of software-intensive systems. Electronic access to this service provides higher readiness and shorter response times to the field support process.

LOGISTICS READINESS AROUND THE WORLD

CECOM's Logistics and Readiness Center (LRC) provides global C4ISR logistics support, preparing, sustaining and resetting the warfighter and coalition forces. This is accomplished through rapid acquisition, maintenance, production, fielding, new equipment training and operation and sustainment of CECOM equipment. The LRC provides the Army with communications and electronic systems that enable tanks, planes, helicopters, ships, satellites and missiles to talk to each other and dominate the battlefield. Headquartered at APG, the LRC has activities at three other U.S. military bases with Logistics Assistance Representatives (LARs) stationed in eight countries.

LARs are the key to global support for C4ISR systems, located at each post, camp and installation throughout the world. Their mission is to develop, provide, train, integrate and sustain the logistical readiness for the systems and mission command capabilities for joint, interagency and multinational forces worldwide.

LARs provide commanders and Soldiers with the technical guidance and training – both classroom and hands-on – necessary to resolve weapon systems, equipment and systemic logistics problems. In Fiscal Year 2014, CECOM LARs provided sustainment training to nearly 37,000 Soldiers. LARs also coordinate national-level sustainment support for non-standard equipment and contractor support when necessary. They identify and report all logistics matters that have, or may create, an adverse impact on logistics readiness, including supply, maintenance, transportation, personnel, training, organization, systems and doctrinal issues.

CECOM LARs are multifunctional. They support more than 380 Line Item Number products and more than 600 National Stock Number items among seven different specialty skills: Avionics, Information Technology-Radio, Information Technology-Switch, Logistics Information-Logistics, Long Haul Transmission, Power and Environmental, and SENSOR.

The C4ISR community is committed to a seamless global Soldier support system that accompanies units from home station, through Combat Training Center rotations, and onward to missions around the world, said Crawford. CECOM's global network supports both Army contingency forces and Regionally Aligned Forces, integrating technical assistance personnel into the unit's deployment support package. ♥

The U.S. Army Communications-Electronics Command, a subordinate of U.S. Army Materiel Command, develops, provides, integrates and sustains the logistics and readiness of C4ISR systems and mission command capabilities for forces worldwide.

RIGHT: U.S. Army Spcs. Luke Perkinson and Peter Meppen, both air traffic control specialists with 3rd Battalion, 82nd Combat Aviation Brigade, Task Force Corsair, check out the sensor pallet for the Forward Operating Base Shank airfield in Afghanistan as a UH-60 Black Hawk executes a low approach. (U.S. Army photo by Spc. Ken Scar)



BATTLE TECH

MATERIEL READINESS FOR TOMORROW'S WARFIGHTER

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



RAPID EQUIPPING FORCE

The U.S. Army engineering community continues to provide rapid technological solutions for a variety of challenges in Afghanistan. U.S. Army Research, Development and Engineering Command's Rapid Equipping Force (REF) has partnered to maintain support at Bagram Airfield. The REF's Expeditionary Lab, also known as the Ex Lab, can provide engineering, prototyping and manufacturing support to meet urgent Soldier needs. "With the Ex Lab tool, we are collaborating as far forward as possible, resulting in more innovative solutions," said Col. Steven Sliwa, REF director. Sgt. 1st Class Justin Fulk, the Ex Lab noncommissioned officer in charge, said bringing the experts directly to units is vital. "The ability to bring the engineer to the units on the ground is what sets the REF apart. We are able to witness capability gaps first-hand, solve problems where they exist, and put the Soldier back in the fight quickly by providing simple solutions on-site." To learn more about the REF and its commitment to meeting urgent Soldier needs, visit www.ref.army.mil.

Cpl. Andrew Strickland, 1st Squadron, Combined Task Force Dragoon, operates a Rapid Equipping Force Minotaur at Forward Operating Base Zangabad, Afghanistan. Strickland used the Minotaur for counter IED operations during a foot patrol. The Rapid Equipping Force provides technological solutions to Soldiers throughout Afghanistan. (U.S. Army photo by Spc. Joshua Edwards)

GAMING INNOVATION LAB

The Armament Research, Development and Engineering Center's (ARDEC) Innovation Group at Picatinny Arsenal, New Jersey, aims to help the ARDEC workforce find innovative ways to use and apply gaming technology to support the warfighter. Its Gaming Innovation Lab, one of the group's five parts, is a virtual "sandbox" where employees are encouraged to be creative while also learning what it takes to develop serious training games. The lab focuses on three categories: video game programming, 3-D art development and new gaming technology research, and provides all the space, equipment, software and reference materials to work with new ideas. The Gaming Innovation Lab offers a variety of equipment, including motion capture, 3-D scanners, cameras, virtual reality headsets and commercial game systems, such as Xbox One and PlayStation 4. It also works with different gaming engines, such as Unreal Engine 4 and Unity 5, as well as art software, such as Adobe Production and Autodesk Entertainment Creation Suite. Learn more about ARDEC and their Gaming Innovation Lab at www.ardec.army.mil.



Anthony Ur, an animation technology lead, demonstrates capabilities at the Gaming Innovation Lab, which aims to help the workforce find innovative ways to use and apply gaming technology to support the warfighter. (U.S. Army photo)

RECOVERY OF AIRBASE DENIED BY ORDNANCE



A Recovery of Airbase Denied by Ordnance (RADBO) prototype is shown during a testing phase in February 2015. The U.S. Army and Air Force are working together to integrate RADBO's laser technology onto Army vehicles, providing the capability to negate the threat of improvised explosive devices from a safe distance. (U.S. Army photo)

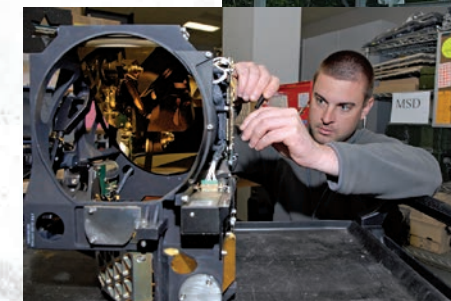
The U.S. Army and Air Force have joined forces to develop Mine Resistant Ambush Protected (MRAP) vehicles that use laser technology to help with the negation of improvised explosive devices, makeshift bombs, mines and other unexploded ordnance from a safe distance. The U.S. Army Aviation and Missile Research, Development and Engineering Center (AMRDEC), U.S. Air Force Air Combat Command and the Redstone Test Center are working together to develop and integrate the Recovery of Airbase Denied by Ordnance (RADBO) capability. The AMRDEC Prototype Integration Facility is working to integrate the RADBO laser, Interrogator Arm, console and other features onto the Category I Cougar MRAP. "We may see hundreds to thousands of small unexploded ordnance items on a runway or airfield, but the RADBO will allow us to reduce the time it takes to get an airfield operational," said Marshall "Doc" Dutton, Air Force explosive ordnance disposal modernization program manager of the Air Force Civil Engineer Center at Tyndall Air Force Base, Florida. To learn more about RADBO and other Army aviation and missile research projects and programs, visit www.amrdec.army.mil.

LONG-RANGE ADVANCED SCOUT SURVEILLANCE SYSTEM TEST TOWER

The Long-Range Advanced Scout Surveillance System (LRAS3) Test Tower, high above Tobyhanna Army Depot's Powder Smoke Ridge in Pennsylvania, provides testing capabilities to support a wide range of laser-based surveillance systems. The tower, which stands at 70 feet, makes it possible for operators to precisely survey targets at distances up to 11.5 miles away. The primary workload intended for the tower is the AN/TAS-8 LRAS3 overhaul program, a system that is expected to be fielded in 2025 or later. Although the LRAS3 is a standalone program, Tobyhanna supports other systems in the ground sensors family, including Driver's Vision Enhancer, Boomerang and the Vehicle Optics Sensor System. For more information on the LRAS3 Test Tower, or other projects and programs at Tobyhanna Army Depot, visit www.tobyhanna.army.mil.



FAR RIGHT: The 70-foot Long-Range Advanced Scout Surveillance System (LRAS3) Test Tower at Tobyhanna Army Depot is used to test laser-based surveillance systems such as the LRAS3. Testing from the platform allows the operator to see targets up to 11.5 miles away when using laser-based surveillance systems. RIGHT: Scott Marzec, an electronics mechanic at Tobyhanna Army Depot, inspects an integrated optical bench component of the LRAS3. (U.S. Army photos)



EAGLE:

PROVIDING ARMY LOGISTICS SUPPORT AND COST SAVINGS AROUND THE GLOBE

By Matt December, AMC Today contributor

The Enhanced Army Global Logistics Enterprise (EAGLE) program provides logistics support to a wide range of U.S. Army missions, with flexibility and a response time that keeps pace with evolving requirements – all while decreasing costs. Created in 2012, the program saves the government money through a unique contracting tool that allows private companies to support the Army with supply, maintenance and transportation functions.

EAGLE, operated under the leadership of U.S. Army Sustainment Command (ASC) and the U.S. Army Contracting Command-Rock Island (ACC-RI), uses a Basic Ordering Agreement (BOA) process to generate increased task order competition by providing more opportunities for contractors of all sizes. This mechanism leads to efficiencies in contracting and business processes while at the same time expanding roles for small business within the U.S. military.

“EAGLE was established three years ago when Army Materiel Command (AMC) and ASC took over the Logistics Readiness Centers, formerly known as Directorates of Logistics, from the Installation Management Command,” said Maj. Gen. Kevin O’Connell,

ASC commanding general. “As we analyzed how those supply, maintenance and transportation services were being provided, it was immediately evident we had significant duplication of effort, and 73 different sets of standards and business processes.”

To address those issues, the ASC and ACC-RI EAGLE team developed an acquisition strategy that eliminated redundancy and inefficiency across the global enterprise. Those efforts have paid significant dividends, achieving more than 20 percent cost avoidance and more than 50 percent reduction in the number of logistics contracts within the scope of EAGLE over the past three years.

EAGLE’s impact to the Army has become global by directly, or indirectly, contributing to the mission success of AMC’s materiel enterprise programs, U.S. Army Forces Command operations, U.S. Army Training and Doctrine Command institutional training and combat training centers, and U.S. Central Command operations and joint programs.

“EAGLE is either present or in transition at every major Army installation, and at many joint bases, both stateside and overseas,” said Melanie Johnson, executive director of ACC-RI. “At each location, the EAGLE task order provides a contractor workforce that has consistently contributed to mission success by ensuring reliable equipment and supplies are available when needed – for both forecasted and unforecasted requirements.”

EAGLE has played an integral role in supporting Army Force Generation, providing a flexible response to requirements that arise to support deployment and redeployment

Soldiers assigned to the Michigan National Guard secure a landing zone during an infiltration/exfiltration mission, part of Exercise Northern Strike at the Joint Maneuver Training Center, Camp Grayling, Michigan. (U.S. Air Force photo by Staff Sgt. Matthew B. Fredericks)



ABOVE: Sgt. Alex Krist, infantryman for Headquarters Service Company, U.S. Army South, instructs Soldiers on proper use and handling of the M2 .50-caliber machine gun. The Enhanced Army Global Logistics Enterprise program helps to ensure Soldiers have access to the proper training equipment prior to deployment. (U.S. Army photo)



LEFT: The U.S. Army Sustainment Command and U.S. Army Contracting Command-Rock Island hosted representatives from more than 50 companies for the Enhanced Global Logistics Enterprise (EAGLE) Basic Ordering Agreement (BOA) holder meeting. The biannual meeting is an opportunity for EAGLE staff to meet with BOA holder companies and discuss ways to use and expand the unique contracting tool the program provides. (U.S. Army photo by Liz Adrian)

operations. This includes the maintenance and accounting of pre-deployment training equipment made possible by performance-based task orders. The flexibility to surge and ebb with operational requirements means EAGLE is able to support real-world operations that come and go.

EAGLE has been vital to a variety of missions, providing equipment maintenance and supplies such as shuttle bus support for daily institutional training at bases like Fort Benning, Georgia. EAGLE also provides material maintenance, multi-class supply support and warehouse, and transition support to Army Prepositioned Stocks program sites around the world.

Despite continued success, program leaders recognize that continued dialogue with industry and regular stakeholder meetings are vital to providing avenues for program improvement.

“(Contractor) feedback is very important as we continue to modify and try to find ways to improve,” said O’Connell.

Johnson said that ACC-RI is working on a communications plan that aims to enhance response time to industry by laying out points of contact for specific contracts.

“It might alleviate instances in which industry members go straight from the Procuring Contracting Officers to me as the Principal Assistant Responsible for Contracting,” she explained. “There are

several people in between the PCO and myself who are a lot closer to the action than I am, and can probably answer questions more quickly.”

The EAGLE approach to services contracting is projected to avoid \$190 million in costs over the next five years. ASC leadership predicts that EAGLE’s recent success can be translated to the Army’s acquisition of all service contracts. This eliminates the need for multiple organizations to oversee multiple acquisition disciplines by implementing the best practices from EAGLE.

The U.S. Government Accountability Office Report to Congressional Committees, titled “Strategic Source: Improved and Expanded Use Could Save Billions in Annual Procurement Costs,” suggests the Army could save 10 percent annually – around \$50 billion – by adopting a cross-discipline program similar to EAGLE for all service contracts. ▼



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AMC develops and
delivers global
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**– Gen. Dennis L. Via,
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