

Army Sustainment Command Takes on Installation Logistics Mission

ARMY SUSTAINMENT COMMAND PUBLIC AFFAIRS (OCT. 12, 2010)
ROCK ISLAND, Ill. —Operational control of Army installation directorates of logistics transferred from Installation Management Command to Army Materiel Command Oct. 1, with AMC's Army Sustainment Command being responsible for management and oversight of the installation logistics mission.

An ongoing process, operational control of some DOL capabilities—maintenance, ammunition, and selected supply functions of DOLs located in the United States, Alaska, Hawaii, and Puerto Rico—transferred June 1. The complete migration of all DOLs, worldwide—including personnel and funding—is planned for fiscal year 2012.

The change is driven by the Army's core enterprise concept, which brings together organizations with similar or related functions. AMC, along with the assistant secretary of the Army for acquisition, logistics and technology, forms the materiel enterprise. Installation Management Command is responsible for the Army Services and infrastructure enterprise.

"It is a win-win situation," said David Peralta, chief of IMCOM G-4 plans and operations. AMC, he explained, will be able to bring its logistics expertise to the DOL mission, and IMCOM will be able to "concentrate on its core mission—providing the best facilities and services to support soldiers, families, and civilians on our installations."

Key to a successful transition, said officials from both commands, is ensuring continuity of operations at above-installation levels. Currently provided by IMCOM's headquarters and regions, this support is shifting to ASC's headquarters, Army field support brigades, and Army field support battalions. Accordingly, expertise and relationships previously built in the IMCOM chain must be developed at ASC—a process started about a year ago.

"We will continue to provide support with IMCOM and ASC staffs during this period ... to ensure we have continuity of support through the transition," said Peralta, who participated in a rules of engagement workshop in late June. During that meeting, participants determined the agencies responsible for coordination, accountability, and support to stakeholders for the operational control phase of the realignment. Specifically, his group discussed command and control issues dealing with how internal logistics are handled.

"While we still have a lot to do," he said, "the workshops gave us a jump start... We are committed to making it work and continuing to provide a high level of support to our installation customers."

DLA Responds to Air Force Support Issues with 'Full Court Press'

DEFENSE LOGISTICS AGENCY AVIATION PUBLIC AFFAIRS (OCT. 13, 2010)
Cathy Hopkins

RICHMOND, Va.—Since March, Defense Logistics Agency's top officials have been meeting with their Air Force counterparts to address rising backorders for parts and industrial support metrics that are heading in the wrong direction. Most recently, the agency established a joint team with major industry partners to help turn things around.

David Graves, deputy chief of DLA Aviation's Air Force Customer Facing Division in Richmond, Va., leads the Air Force Industrial Focus Team, which held its first biweekly teleconference Oct. 1. He said its 70 members come from DLA's aviation, land, maritime, and construction and equipment supply chains; and industry partners like Boeing, Lockheed Martin, Hamilton Sunstrand, and Pratt & Whitney.

Air Force Col. Jeffery Meserve, the chief of Graves' division, said the situation they face is a "perfect storm" created primarily by three things: aircraft needing repairs earlier than expected due to the wear and tear caused by harsh environments and high tempos in operational theaters; increased engine production and overhauls for C-130 Hercules and KC-135 Stratotanker aircraft; and the fact that the Air Force represents DLA's first large-scale foray in industrial retail support.

Graves described the team as a "full court press" response. Their focus is on industrial support across all weapon systems and end-item repairs at the Air Force's Air Logistics Centers, with an emphasis on immediately executing outstanding contracts and delivery orders. Graves said that despite the team's mission, their work will not interfere with DLA Aviation support to other customers.

"Non-Air Force industrial workload has been reallocated to other employees and overtime, if required, has been authorized to keep everything else on track," he said, adding that original equipment manufacturers Boeing, Hamilton Sundstrand, and Lockheed Martin have also committed additional resources to the effort.

"We are dispelling urban myths and seeking to understand where support is lacking. The perception is that [Base Re-

alignment and Closure] 2005 implementation has degraded support to the Air Force, but the problem is much broader than that," Graves said. He explained that the Air Force is also seeing declines in top metrics, including those that measure on-time performance in getting aircraft out of repair hangars and back on flight lines.

While those Air Force metrics are influenced by factors like available manpower and hangar space, Meserve said unexpected workloads also took the Service by surprise and affected their ability to generate accurate requirements and demand forecasts for parts managed both by them and DLA.

"Some of that was induced operationally because of aging aircraft and increased flying hours, which resulted in an increase in engine production requirements," he said. "If they are caught off guard and can't pass a demand forecast onto us, we play catch up."

DLA Aviation Commander Navy Rear Adm. Vince Griffith has been meeting with ALC commanders, maintenance wing commanders, and senior officials at the Air Force Materiel Command and the Air Force Global Logistics Support Center to let them know that DLA is surging on their industrial requirements. During an Oct. 6 visit to Oklahoma City with DLA Director Navy Vice Adm. Alan Thompson, Griffith spoke at the ALC about the importance of working closely with the Air Force to resolve issues.

"We need to get at why these [maintenance issues] are popping up so we can get out of the firefighting business," he said. "We need to reinvigorate the communication between DLA and the Air Force to ensure we supply what the Service needs to have available."

Meserve said DLA Aviation is committed to solving the Air Force's backorder problem and all other support issues. "We will continue this effort until the Air Force can proceed with production without any significant DLA constraints," he said.

Hopkins writes for DLA Aviation Public Affairs.

Service Leaders Discuss Way Forward on Energy

AMERICAN FORCES PRESS SERVICE (OCT. 13, 2010)

Lisa Daniel

WASHINGTON—Military and civilian service leaders gathered at the Pentagon today and discussed their plans for energy conservation that include leading the nation and the world into a more sustainable environmental future.



Maintenance is performed on a KC-135 Stratotanker at the Oklahoma City Air Logistics Center, Tinker Air Force Base, Okla. Demand for parts at the Oklahoma City ALC reached a 42-month high in August 2010.

U.S. Air Force photo

Navy Secretary Ray Mabus put it simply: "Our military and our country rely too much on fossil fuels ... [and] too much of our oil comes from volatile places."

America's dependence on oil from other, sometimes hostile, nations, Mabus said, "gives them some say in whether our ships sail and whether our planes fly.

"Make no mistake: Energy policy can be used as a weapon," he added.

The Obama administration, the Defense Department, and the military services are striving toward policies that focus on conservation, and renewable and alternative energy sources, as outlined at the department's first energy security forum held this week at the Pentagon.

Mabus, as well as Gen. Norton A. Schwartz, Air Force chief of staff, and Gen. Peter W. Chiarelli, Army vice chief of staff, said the Services already have taken great strides in being environmental leaders. The Navy is on track to cut non-tac-

tical petroleum use in half by 2015; the Air Force is reducing demand and increasing renewable and alternative fuels; Marines from Camp Pendleton, Calif., deployed to Afghanistan with solar-powered generators; and soldiers from Fort Irwin, Calif., recently deployed with insulated foam tents that save millions of dollars per month in air conditioning costs.

"The heritage and legacy of bold thinkers permeates every Service," Mabus said. "We figured out how to put a nuclear reactor on a submarine. We figured out how to shoot down a ballistic missile in flight. We can do energy."

As the world's largest consumer of hydrocarbons, the Air Force increasingly is moving toward conservation and renewable energy as a "long-term imperative with near-term urgency," Schwartz said.

Transporting fuel to areas like Afghanistan has proven expensive and dangerous, Schwartz noted. "We need to foster a culture that is aware that each gallon saved is a gallon not transported, and that leaves us clearly better off," he said.

Six Marines have been wounded while guarding fuel convoys in the past three months, Mabus said. And, for every 24 convoys traveling through a war zone, a soldier is killed, according to a September 2009 Army report, he said.

"That is too high a price to pay for energy," Mabus said. "We've got to change the way we do business."

But the military consumes more than 80 percent of the federal government's energy needs, and it will always require fuel, the leaders said. More than 70 percent of the Services' fuel usage goes to operations, they said.

"Without energy, the Army stands still and quiet," Chiarelli said, noting that the Army utilizes 21 percent of DoD's annual energy consumption.

Aneesh P. Chopra, the administration's chief technology officer, also attended the forum. Improvements in technology and data distribution are critical to meeting energy goals, he said.

The science of research and development, coupled with policies that elicit innovation, will allow the government to meet its goals, Chopra said.

Schwartz agreed, saying it would be "foolish" for the Services to move ahead with energy efficiency programs without taking advantage of the latest technologies.

Products are commercially available to reduce energy consumption, but the department's procurement process is too cumbersome to bring them on board in a reasonable time frame, Schwartz and Chiarelli said.

The Army has saved millions of dollars on air conditioning costs by adding foam insulation to tents it deploys overseas, Chiarelli said. The savings have only been possible, he said, because the insulation was commercially available, saving the Army years of procurement wrangling.

"If we had developed it, it probably would have taken 20 years" to field it, Chiarelli added.

The Army could realize much more savings and conservation if it could easily retrofit the latest engines and other parts to older vehicles and weapons systems, Chiarelli said. The problem, he said, is tied to both design difficulties and the procurement process.

Chiarelli said another area where commercial innovations are available for tremendous energy savings is in construction, although it currently takes about 14 years to reap the full benefits.

The reality for the military services, Schwartz said, is that they can't let their environmental efforts add to their budgets, or increase consumption of natural resources.

"We've not been the most cost-conscious culture," he said. "And there are times in our business that it doesn't matter what it costs, but that's not all the time."

Spending Reforms Top Defense Priorities, Lynn Says

AMERICAN FORCES PRESS SERVICE (OCT. 18, 2010)

Cheryl Pellerin

WASHINGTON—The Pentagon should start seeing results from major spending reforms Defense Secretary Robert M. Gates launched this summer, Deputy Defense Secretary William J. Lynn III said.

The entire Defense Department is working to change the way it does business to become more efficient, Lynn said during an Oct. 14 Pentagon Channel interview.

"There's great work going on in the Pentagon," he said. "All of the military departments, all of the combatant commands, and all of the various agencies and organizations throughout the Defense Department are working very hard to achieve what the secretary has asked them to do," he said.

The top-priority spending reforms began in 2009 with an effort to change the department's approach to military acquisition and continued in May, when Gates directed DoD "to take a hard and unsparing look at how the department is staffed, organized, and operated," the secretary said during a Sept. 8 news conference.

Gates said he concluded that defense military and civilian headquarters and support bureaucracies "have swelled to cumbersome and top-heavy proportions, grown over-reliant on contractors, and grown accustomed to operating with little consideration to cost."

Lynn described Gates' four-track approach to move defense agencies toward a more efficient, effective, and cost-conscious way of doing business:

- Through the normal program and budget process, Gates seeks to shift \$100 billion "from overhead accounts into warfighting accounts," Lynn said, "from tail to tooth."
- Gates also seeks outside advice from advisory boards, think tanks, and DoD employees "on how we might get more efficient," Lynn said, noting DoD employees have supplied 15,000 ideas.
- A process-reform track targets the acquisition process and seeks "to develop more efficiencies and a more effective way of buying equipment," Lynn said. Ashton B. Carter, under secretary of defense for acquisition, technology, and logistics, is leading the acquisition reform effort.
- Gates also announced a series of initiatives to reduce headquarters, Lynn said, "to reduce flag and general officers as well as [Senior Executive Service] employees, to reduce support contractors, to eliminate unnecessary boards and commissions, and a variety of other efforts to develop greater operational agility and to reduce layers, overlap, and bureaucracy in the department."

Efficiencies alone "won't be enough to get the \$100 billion in savings the secretary is seeking," Lynn said. "What we're going to need to do is eliminate some lower priority functions and tasks and organizations to get that kind of savings."

Standing down the U.S. Joint Forces Command in Norfolk, Va., is "one of the important elements," Lynn said, in achieving cost efficiencies.

"The secretary feels very strongly that we need to eliminate excess headquarters, excess bureaucracy, [and] unnecessary layers, and the Joint Forces Command is one of the signature efforts in that regard," he said.

The biggest challenge in instilling a culture of savings at the department is changing the way people think, Lynn said.

"We've been the last decade in an era of pretty substantial budget increases, and we're probably not going to [continue to] have those," he said. "We need to change peoples' thinking so they think about the costs of things they're doing as well as the value ... It's the biggest challenge, but it's probably the most important endeavor."

General Sees Progress in Counter-IED Fight

AMERICAN FORCES PRESS SERVICE (OCT. 21, 2010)

Cheryl Pellerin

WASHINGTON—More sensors, analysts, and specially trained dogs—combined with stronger ties with local civilians and those who govern them—have fueled progress in the battle against roadside bombs in Afghanistan, the director of an agency devoted to that effort said yesterday.

During a briefing at his organization's headquarters in Arlington, Va., Army Lt. Gen. Michael L. Oates, director of the Joint Improvised Explosive Device Defeat Organization, said technology can help to mitigate the deadly threat to coalition forces only if it's integrated with an effort to prevent people from planting them in the first place.

Despite an increase in incidents that tracks with the buildup of forces in Afghanistan, Oates said, "my assessment is we're making progress" in the fight against IEDs. The growing number of forces in the country and increased fighting caused the number of roadside bomb incidents in Afghanistan to spike to 8,994 in 2009—from 2,677 in 2007—and to nearly 10,500 so far this year.

Officials hope to model their strategy to counter the deadly devices in Afghanistan on successes in Iraq, where the downward trend of incidents illustrates the success of the strategy there, Oates said. In 2007, Iraq reported nearly 24,000 incidents; so far in 2010, the number is just over 1,100.

Oates said to be successful in Afghanistan, the strategy must combine counterinsurgency efforts that include trained counter-IED forces, an effective Afghan security force, and political reconciliation of enemy fighters. Those who continue to target coalition forces must be killed or captured, but that alone is not the solution, he said.

"If you don't work to mitigate the recruitment and the enticement for emplacement of IEDs, you will spend an enormous amount of blood and treasure dealing with each individual IED that is put against you," the general said.

In its approach to countering roadside bombs, JIEDDO attacks the enabling network, searches out and destroys the bombs, and trains forces to identify and clear them. From fiscal 2006 to 2010, \$5.4 billion has gone into efforts to attack the bomb-making networks, according to a JIEDDO report.

"IEDs don't come up out of the ground like mushrooms," Oates said. Networks fund and supply explosive materials to those they can convince to build and plant the bombs. Understanding the enemy networks holds huge potential, Oates said. "We've only begun to scratch the surface there," he noted, "but the effort we've put into understanding them and how they operate has produced very serious, tangible results."

Detecting bombs is a complex challenge, Oates said. Since fiscal 2006, nearly \$9.5 billion has gone into this effort.

"Since 2004 in both Iraq and Afghanistan, the detect rate has hung at about 50 percent—we find 50 percent of the IEDs that are used against us," Oates said.

Troops patrolling on foot with a host-nation partner and a bomb-sniffing dog have the best detection rate for roadside bombs—sometimes as high as 80 percent, Oates said. But such a team also faces the greatest risk, because by necessity it works close to the bombs, he added.

JIEDDO uses a range of technology to remotely detect explosive devices, including unmanned aerial vehicles, ground-penetrating radar for low-metallic explosive devices, robots, and roller systems. But that technology also poses challenges, the general said. Data pouring in from sensors must be analyzed, integrated, and turned into useful intelligence that troops on the ground can use. The job requires analysts, as well as computer software and hardware.

"We have met the challenge to date," Oates said. "Turn-around on the data to an analysis product is pretty decent, but we anticipate more of a challenge here in the future."

Over the next year, he said, about 800 analysts will deploy to the combat theater to help commanders understand the enemy network and provide analytical products.

Training is a critical aspect of the strategy, and \$2 billion has gone into that part of the effort since 2006, Oates said.

"Probably the greatest return on investment dollar for dollar is to help train our soldiers about the network that is fighting them and the IED as a device," Oates said. "So we put a great deal of effort into that as well."

Army Secretary Calls for Transformation

RESEARCH, DEVELOPMENT AND ENGINEERING COMMAND
PUBLIC AFFAIRS (OCT. 25, 2010)

David McNally

WASHINGTON—More than 33,000 soldiers, Army civilians, and contractors are expected to gather over the next 3 days to attend the 2010 Association of the United States Army annual meeting here.

Secretary of the Army John McHugh addressed the opening ceremony Oct. 25 at the Washington Convention Center. He explained how he has spent his first year as the Army's civilian leader learning the challenges the Army faces and exploring opportunities for change. McHugh used the venue to hint at major changes coming soon.

"I felt the need to begin a process of finding how our Army can do things smaller, smarter, cheaper, and better," he said.

The secretary directed senior Army leaders to spearhead what he called "Capability Portfolio Reviews."

"They already show great promise in bringing better discipline in our programs," McHugh said. "They give us a better way to evaluate and realign our requirements."

By February, McHugh expects this process to provide an "overarching and detailed analysis." Earlier this year he commissioned a review of Army acquisition processes and stood up a short-term task force to analyze costs and establish credible benchmarks.

"This will help us to better understand not only where our money goes, but what we're getting in return for it," he said. "We'll ensure responsible and necessary departmental priorities for investment, research and development, and acquisition, to include force structure and training across every one of those portfolios."

The secretary said the institutional Army must be an engine of change, and also be designed to change.

"Efficiencies are not simply about improving the bottom line—they're about doing things better, doing them smarter, and taking full advantage of the progress [in] technology, knowledge, and experience that we have available to us; and in this Army, those are almost an unlimited resource," he said.

McHugh said the transformation would begin with leaders who recognize the need for change, understand it, and welcome it.

"I hope this effort will lead to a better Army, and will lead to our serving those great men and women even more effectively," he said. "We have a solemn responsibility to build morale while ensuring our troops in the field have the best training, equipment, and leadership; that their families have care [and] support back home; that we take care of our wounded and fallen in a manner befitting their service and sacrifice; and that we, as an organization, are as efficient and adaptable as that American soldier."

McHugh said there have been past Army transformation efforts.

"I want to be very clear. Struggling to bring fiscal discipline to military institutions has been tried before—you might not be surprised to hear," he said. "The Army has seen significant structural changes. For example, [General] Marshall's reorganization of the War Department in 1942 and Operation Steadfast following the end of the Vietnam War, which realigned our institutions and built an all-volunteer force."

In 1973, the Army reorganized by disestablishing the Continental Army Command and the Combat Developments Command. Two new commands were created by the transformation: the Training and Doctrine Command and Forces Command.

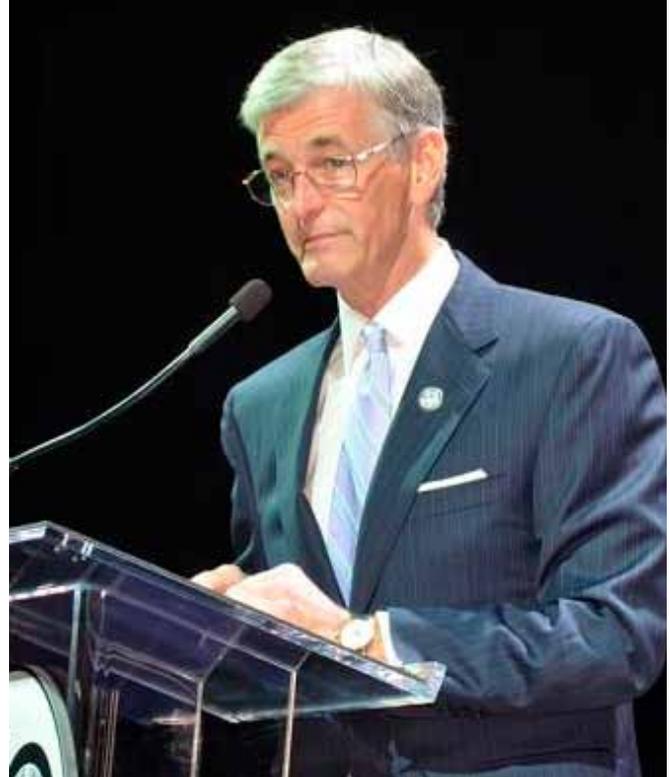
The secretary said institutions have a historical tendency to evolve slowly, if at all.

"In, and of itself, [the Army must be] an entity driven by ideas, innovation, and determination to bring the best services, equipment, and leaders to our servicemembers and their families," he said.

Today's Army uses a structure designed generations ago, he said.

"The institutional Army, what we call the generating force, which prepares, trains, educates, and supports our forces for the current and future fights, looks pretty much the same as it did structurally since the early to mid-1970s," he said. "In fact, as we look at what has happened over the past 9 years in Afghanistan and Iraq, we can understand that the generating force has performed magnificently, even while burdened with an outdated construct."

Over the course of the past 9 years, the operational Army has changed dramatically, the secretary explained.



Secretary of the Army John McHugh speaks at the 2010 Association of the United States Army annual meeting at the Washington Convention Center.

U.S. Army photo by David McNally

"The need for that change has been driven by a fundamental reality: contact with a decentralized, adaptive, creative, and very, very deadly enemy," he said.

"Let's not make any mistake about it—at least in my opinion—motivation is soon to come, and it's going to come in the form of a harsh reality," McHugh said. "We're going to make sacrifices and change the way we do business. It won't be easy, but you know what? It's okay. In fact it's more than okay. It's a good thing."

McHugh said a task force has been hard at work and will provide a full report within 90 days.

"I think we're on the right track," he said. "This will ensure a quality, all-volunteer force like we have built today continues into the future regardless of budget issues."

In the months ahead, McHugh said he wants to talk to and listen to soldiers, Army civilians, and leaders.

"We're looking for ways to change and to innovate and to do a better job for the taxpayer, but most importantly, for our soldiers and our Army family members," he said. "I know it won't be easy. I know it's been tried before."

The secretary's goal is to create a new foundation for the Army, seek innovative approaches to problems old and new, and re-look and re-think everything the Army does and puts into motion.

"Why do I bring this all up? Simply, I need your help. I want your leadership. I want your partnership in helping to make this Army, our Army, better," he said. "I recall Bob Dylan once saying you don't have to be a weatherman to know which way the wind is blowing, 'and the times they are a changin'."

McNally writes for Research, Development and Engineering Command Public Affairs.

Army Leaders Emphasize Efficiency in Modernization

ARMY NEWS SERVICE (OCT. 26, 2010)

Kris Osborn

WASHINGTON—The Army is working vigorously to institutionalize methods of finding efficiencies in order to meet soldiers' needs, Service leaders said Tuesday at a modernization panel.

Modernization must be accomplished while maintaining a more efficient, effective, and cost-conscious way of conducting business, leaders said during the Association of the U.S. Army's Annual Meeting and Exposition at the Washington Convention Center.

"This is the future of our Army. Not only must we ensure our soldiers have the necessary equipment and force-protection capabilities required to operate in a full-spectrum environment—I believe we must also ensure that we are finding all available efficiencies and spending taxpayers' money wisely and most effectively," said Army Vice Chief of Staff Gen. Peter Chiarelli.

Chiarelli referred to Defense Secretary Robert Gates' "efficiencies initiatives" announcement in August, which called upon the Department of Defense and its Services to find more efficient business practices.

"Secretary Gates clearly stated we must be mindful of the difficult economic and fiscal situation facing our nation," Chiarelli said. "We continue to look for ways to achieve savings across all functional areas—manning, organizing, installations, and equipment—to ensure focused investments into

weapons systems that will most significantly enhance our global warfighting capability."

Chiarelli said the Army has expanded the scope of the Capability Portfolio Reviews, or CPRs, to include all Army programs—not merely those in the acquisition community.

The CPRs focus upon groups of systems from a portfolio perspective, he said, with a mind to how they impact one another and serve the Army overall.

"The intent is to eliminate redundancies while ensuring funds are properly programmed, budgeted, and executed to yield the most value to the Army," Chiarelli said.

As part of this effort, Chiarelli emphasized that continued technological modernization was essential to the Army's future, citing the battlefield network as a top priority. Warfighter Information Network-Tactical, or WIN-T; Joint Tactical Radio Systems, JTRS; and technologies that comprise the Early Infantry Brigade Combat Teams are all critical to this effort at the tactical level, he said.

"We need to be creative and aggressive in finding ways to get these systems into the hands of our soldiers as quickly as possible," Chiarelli said.

Lt. Gen. Bill Phillips, military deputy to the assistant secretary of the Army for acquisition, logistics and technology, said the acquisition community is immersed in the CPR process.

"After 9 years of war, it is important the Army take a holistic look at its requirements—what it has built over time and what is value-added to the Army," Phillips said. "We have to continue to look at our processes in acquisition and where it makes sense to input more efficient and effective processes."

The Army acquisition community is also focused on staying connected to the needs of soldiers in order to best anticipate current and future threats, Phillips said.

"It is important that acquisition remain connected to warfighters," said Phillips. "We must understand and know what the threat is. It is not just the threat that we face today in Iraq and Afghanistan. It is also the threats of the future," Phillips said.

Much of the modernization panel discussion focused on analyzing requirements to ensure that they are properly synched with acquisition practices.

"We want to deliver capabilities that are resource-informed, integration-focused, and outcome-based to provide joint force commanders with a versatile mix, a tailorable network of trained and ready Army forces" said Lt. Gen. Michael Vane, director of the Army's Capability Integration Center, Fort Monroe, Va.

Vane also said modernization efforts will be closely aligned with the United States Army Operating Concept, 2016-2028—a document that outlines the expected conditions for conflict in coming years, calling for continuous adaptability in the face of a fast-changing, unpredictable combat environment.

"Achieving the necessary level of operational adaptability in the Army requires that we design our forces, train our units, and educate our leaders to adapt to uncertain and dynamic conditions. It requires cohesive teams and resilient soldiers and leaders able to overcome the enduring psychological challenges of combat," Vane said.

The core tenets of the Army Operating Concept, he said, call for a combination of combined arms maneuver and wide-area security.

Army Logistics Leaders Review Progress, Way Ahead

AMERICAN FORCES PRESS SERVICE (OCT. 29, 2010)

Karen Parrish

WASHINGTON—A panel of senior Army logisticians this week praised advances they've seen in the field while stressing the need to retrain the force in military property management. The panel was part of the Association of the U.S. Army's annual meeting here.

Lt. Gen. Mitchell H. Stevenson, Army deputy chief of staff for logistics, said that while Army logisticians have done tremendous work supporting the fight in Iraq and Afghanistan, challenges remain in preparing the force for full-spectrum operations.

Stevenson said an after-action review following successful relief operations in Haiti revealed areas needing attention. "What we learned is we have gotten rusty in some of our skills," he said. "When you deploy today to Iraq or Afghanistan, you know a year ahead of time. The whole institution is helping push you out the door. We know how to deploy forces."

But in contingency operations such as disaster relief efforts, he said, equipment that troops are used to "falling in on" in Iraq or Afghanistan has to be taken along. The force is now accustomed to having equipment pre-positioned, the

general noted, and must retrain on how to account for and maintain equipment on a unit basis.

"We have forgotten some of our basics," Stevenson said. "We've got to get back to that."

Stevenson said the force now is accustomed to counterinsurgency operations, and needs to prepare logistically for full-spectrum missions.

"We've got to keep remembering that this war we've been involved in since 2001 is a special kind of war," he said. "It's relatively secure. ... We can bring contractors in to support us. We've got to keep reminding ourselves of that so we don't design an Army, and an Army logistics system, that's reliant on a benign environment where you operate with relative impunity.

"If we get into a full-up, heavy fight with somebody else ... we're not going to have the luxury of secure supply lines and contractors who can go where and when they please," he added.

Lt. Gen. James H. Pillsbury, Army Materiel Command's deputy commanding general, said that as the Army looks ahead to resetting the force following the current conflicts, leaders must stress property accountability.

"That's a skill that we're going to have to bring back to our Army," he said, noting that Gen. George W. Casey Jr., Army chief of staff, has emphasized the need for the Service's leaders to get back into a garrison leadership role.

"We have been out of that, because we've been deployed so much," Pillsbury said. "Part of garrison leadership is property accountability, and getting that culture back, ingrained in our soldiers."

Lt. Gen. William N. Phillips, principal military deputy to the assistant secretary of the Army for acquisition, logistics and technology, said contracted security, vehicle maintenance, and life-support services such as food, housing, and utilities have been crucial to success in the current conflicts and have underscored the important role Army contracting officers play.

"You can never separate contracting from logistics," he said. "It has to be linked."

Contracting, logistics, and combat specialists have to integrate planning, he said, or "bad things are going to happen."

"You waste taxpayer dollars, and at the end of the day a soldier needs something, and you don't give it to them. You have to be linked," he said. "That contracting officer has to sit with that battalion commander or that [logistics officer] and understand what they're doing. That is critical—operationalizing how we execute contracts is critical."

Phillips said in response to Casey's request for training to develop leaders' understanding of contracting processes, the Army is establishing a contracting course for general officers and senior civilians.

"It's going to be a short course dedicated to contracting, so our senior leaders across the Army that manage contracts and deal with them every day can better understand how contracts are executed," he said.

Brig. Gen. Jack O'Connor, director of logistics for Third Army, was the final panel member to speak. As U.S. Central Command's Army component, Third Army manages day-to-day operations and planning for CENTCOM land forces.

O'Connor said the logistics challenge involved in reducing U.S. forces in Iraq while surging troops to Afghanistan and supplying coalition partners there had been phenomenal.

"You can only imagine the complexity of what's going on out there," he said.

U.S. bases in Iraq have been reduced from 412 to 90, forces have dropped from 136,000 to 52,000, and 58 percent of equipment on the battlefield has been withdrawn, he said. Meanwhile, 30,000 troops have been added in Afghanistan, and equipment there essentially has doubled.

"We did that in under a year," O'Connor said. "That's what we're there for—to work through the complexity, the synchronization, and integration. That's what logisticians do every day."

The effort involved transferring not only people and equipment, but also the means to sustain them, he noted. That means contracts for security, vehicle maintenance, housing, food, and utilities in a combat environment.

"Five years ago when I was in Iraq laying in a lot of these major contracts, I thought I'd never see that again," he said. "Five years later, they all came due, and we had to go out there and resize, reshape, rescope all these contracts."

"We are doing things today that we never thought we would be able to do with the infrastructure and the tools that were

in our kit bag," O'Connor continued. "Logisticians today are figuring out new ways to do business."

As the Army meets current missions and resets the force for future missions, he said, logisticians have to learn from each other as they prepare to effectively meet future acquisition, maintenance, distribution, and contracting needs.

"Supporting mission, people, teamwork," he said. "We've got to be ready. ... We know the call is coming. It's right around the corner. We'll get this one just about right, and a new complexity will hit us right between the eyes. We're going to be moving out to the next objective."

PEO GCS Talks Weapon Systems Modernization

ARMY NEWS SERVICE (NOV. 12, 2010)

Lori Grein

WARREN, Mich.—Scott Davis, Program Executive Officer for Ground Combat Systems, and his management team led the PEO GCS panel discussion for industry leaders Tuesday at the 2010 NDIA Combat Vehicle Conference.

Davis recognized the valuable contributions of the industrial base and invited leaders to accept the challenge of developing effective, efficient, and affordable systems with integrated and interoperable capabilities for the future.

"In an era of persistent conflict and uncertainty, it is essential that we leverage business processes to drive a commonality among the platforms," Davis said.

Davis also addressed the concerns associated with modernizing systems.

"We are faced with the challenge of balancing resources and requirements within the Defense Acquisition System," Davis said. "Headquarters is aware of these challenges and is committed to working them out."

The Heavy Brigade Combat Team modernization efforts, to include the Abrams main battle tank, the Bradley fighting vehicle, and the Paladin Integrated Management (PIM), were addressed by Col. William Sheehy, project manager HBCT, who reinforced the message that platforms must be robust for future capabilities.

"We recognize the value of the industrial base in providing for our nation's jobs, and we rely on you [industry leaders] to support future efforts, as with the Ground Combat Vehicle," Sheehy said.

The production of the Abrams and Bradley IFV are currently scheduled to cease by 2014.

Concentrated efforts remain essential for the Abrams to regain the space, weight, power, and cooling (SWaP-C), and enable future ammunition and the emerging digitized network.

"The Bradley IFV will be replaced by the ground combat vehicle," Sheehy said. "It is currently our sole modernization effort."

As for the PIM program, Sheehy confirmed the need for a self-propelled howitzer to satisfy the Army's need for full-spectrum capabilities.

"The Army is fully committed to the PIM," Sheehy said. "The program is on schedule with 80 percent of our time dedicated to its success." Sheehy clarified that PIM is a life-extension program, not a modernization effort.

Lt. Col. Jim Schirmer, product manager for fleet management of the Stryker Brigade Combat Team, reviewed Stryker modernization efforts, which include a larger suspension, bigger tires for trafficability, mine-blast seats, double V-hull, a 450 horsepower engine, a larger electrical generator, and Ethernet digitization.

"Although the Stryker has proven to be a lethal, survivable, and supportable system in Iraq and Afghanistan, SWaP-C is a challenge across the board, and we are looking for innovative solutions," Schirmer said.

Preparing industry leaders for possible competitive initiatives, Keith Gooding, project manager for Joint Lightweight Howitzer, revealed that the M777 and M119 have the potential to be digitally modernized within the next 2 years, whereas the IPADS and Legacy will have minimal opportunities.

Lt. Col. Dave Thompson, project manager for Robotic Systems Joint Project Office, described the vast potential for industry engagement with unmanned ground systems for the Army and Marine Corps.

"We have seven thousand robots, with three thousand in Iraq and Afghanistan," Thompson said. "We are reaching out



U.S. Army Soldiers from 1st Battalion, 8th Cavalry Regiment, attached to 2nd Infantry Brigade Combat Team, 2nd Infantry Division drive a Bradley Fighting Vehicle to an assembly area at Camp Rustamiyah in East Baghdad, Iraq, prior to a patrol in the Baladiat area Feb. 15, 2007.

Photo by Army Staff Sgt. Bronco Suzuki

to industry and academia to help us further develop modularity and commonality among the systems."

The panel discussion included questions from the audience, with one query addressing the imminent release for the Ground Combat Vehicle Request for Proposal.

"GCV is paving the way for a faster turn-around for future RFPs," Davis said. "We want to make sure we have the right foundation from the start."

Davis concluded by thanking industry leaders for their time, dedication, hard work, and good ideas.

"It is essential to maintain a skilled industrial base to take us into the future as we move forward with our modernization efforts," Davis said. "We are trying to get key implications on the road so you can help us develop effective, efficient and affordable systems."

Grein is with Program Executive Office Ground Combat Systems.

Department of Defense Announces Selected Acquisition Reports

DEPARTMENT OF DEFENSE NEWS RELEASE (NOV. 15, 2010)

The Department of Defense (DoD) has released details on major defense acquisition program cost, schedule, and performance changes since the June 2010 reporting period. This information is based on the Selected Acquisition Reports (SARs) submitted to the Congress for the September 2010 reporting period.

SARs summarize the latest estimates of cost, schedule, and performance status. These reports are prepared annually in conjunction with the president’s budget. Subsequent quarterly exception reports are required only for those programs experiencing unit cost increases of at least 15 percent or schedule delays of at least 6 months. Quarterly SARs are also submitted for initial reports, final reports, and for programs that are rebaselined at major milestone decisions.

The total program cost estimates provided in the SARs include research and development, procurement, military construction, and acquisition-related operation and maintenance (except for pre-Milestone B programs, which are limited to development costs pursuant to section 2432 of title 10, United States Code). Total program costs reflect actual costs to date as well as anticipated future costs. All estimates include anticipated inflation allowances.

The current estimate of program acquisition costs for programs covered by SARs for the prior reporting period (June 2010) was \$1,672,097.9 million. After subtracting the costs for one final report (Predator) and adding the costs for one new program (HC/MC-130 Recapitalization), the adjusted current estimate of program acquisition costs from the June 2010 reporting period was \$1,677,521.9 million. For the September 2010 reporting period, there was a net cost increase of \$1,783.4 million (+0.1 percent), due primarily to higher estimates for the SSN 774 (Virginia Class) and Chemical Demilitarization-Assembled Chemical Weapons Alternatives (ACWA) programs.

For the September 2010 reporting period, there were quarterly exception SARs submitted for five programs. The reasons for the submissions are provided below.

Army

Excalibur—The SAR was submitted to report a “critical” Nunn-McCurdy unit cost breach. That is, the program acquisition unit cost increased 199 percent above the current baseline estimate and 211 percent above the original baseline estimate, due primarily to a reduction of Block I (Increments Ia and Ib) munitions from the Army Procurement Objective of 30,388 down to 7,050 projectiles. While unit costs increased, program costs decreased \$867.1 million (-35.1 percent) from \$2,469.6 million to \$1,602.5 million. This

	Current Estimate (\$ in millions)
Less final report on one program (Predator)	-3,321.3
Plus initial report on one program (HC/MC-130 Recapitalization)	+8,745.3
June 2010 Adjusted (94 programs)	\$1,677,521.9
Economic	\$ 0.0
Quantity	-897.4
Schedule	+118.8
Engineering	0.0
Estimating	+2,562.5
Other	0.0
Support	-0.5
September 2010 (94 programs)	\$1,679,305.3

reduction was in direct response to the Vice Chief of Staff (Army) Precision Fires Capability Portfolio review.

Navy

SSN 774 (Virginia Class)—The SAR was submitted to rebaseline the report from a development to a production estimate following approval of full rate production (Milestone III) in September 2010. Program costs increased \$1,813.4 million (+2.0 percent) from \$91,393.9 million to \$93,207.3 million, due primarily to an extension of the development program through fiscal 2027 that includes test and evaluation for future blocks, capability enhancements for Block V, and a reduction of total ownership cost initiatives (+\$1,028.6

million). There were additional increases for the full funding of advance procurement and economic order quantity (+\$450.3 million) and a stretchout of the procurement profile (fiscal 2018 ship to fiscal 2020) (+\$579.7 million).

Air Force

C-17A—This was the final SAR because 92 percent of the aircraft (205 out of a total of 223) have been delivered on the program. The C-17A has logged almost two million flight hours to date and meets the statutory requirement for termination of reporting. The Air Force is planning on production shutdown and post-production sustainment transition activities.

SDB II (Small Diameter Bomb Increment II)—This was the initial SAR following Milestone B approval authorizing the program to enter the engineering, manufacturing, and development (EMD) phase in August 2010. The EMD phase contract was awarded to Raytheon Missile Systems for \$450.8 million. Low Rate Initial Production (Milestone C) is planned for August 2013.

DoD

Chemical Demilitarization-ACWA—The SAR was submitted to report a “significant” Nunn-McCurdy unit cost breach. That is, the program acquisition unit cost increased 21.7 percent above the current and original baseline estimates. Program costs increased \$910.9 million from \$8,352.3 million to \$9,263.2 million (+10.9 percent) to reflect increased construction requirements and improved definition of construction scope at Blue Grass Chemical Agent-Destruction Pilot Plant (BGCAPP), increased requirements and staffing levels to support explosive destruction technology (EDT) operations at BGCAPP, increased labor costs associated with higher wage rates and overtime estimates at the Pueblo Chemical Agent-Destruction Pilot Plant (PCAPP), and addition of cost risk during systemization and operations at the PCAPP.

New SAR (As of September 2010)

The DoD has submitted one initial SAR on the following program for the September 2010 reporting period. This report does not represent cost growth. The baseline established on this program will be the point from which future changes will be measured.

	Current Estimate (\$ in millions)
SDB II (Small Diameter Bomb Increment II)	\$5,210.4

Army to Upgrade Force-Tracking System

ARMY NEWS SERVICE (NOV. 15, 2010)

Kris Osborn

ARLINGTON, Va.—The Army is in the midst of several high-tech upgrades to its force tracking system—Force XXI Battle Command Brigade-and-Below, known as FBCB2—to include new, next-generation software and a new, faster satellite network, Service officials said.

As part of this overall effort, the Army is preparing to deploy the high-tech, high-speed Blue Force Tracking 2, a force-tracking satellite-communications network. Although difficult to compare, it is roughly 10 times faster than the existing BFT system, said Lt. Col. Bryan Stephens, BFT product manager.

The current BFT uses half-duplex capability, a term which means that it has only one-way transmission and cannot receive and transmit at the same time. BFT 2 data rates are exponentially faster than the current BFT.

“BFT 2 is full duplex, which means you can transmit and receive at the same time. It is an entirely different architecture,” said Stephens.

In addition, BFT 2 shortens the distance information has to travel; transceivers send information up to a satellite and then immediately down to a ground station, which then quickly sends the information back to deployed units. Current BFT architecture requires that information reach a Network Operations Center located in the United States, Stephens said.

“Today, if you transmit your position-location information in theater operations, it goes to a satellite and then to ground station. Then it is transmitted to a Network Operations Center in the [United States]. The NOC sorts it all out and re-broadcasts. When you deal with satellites, you are dealing with latency, as information travels up and down a couple of different times,” said Stephens.

“With the BFT 2 system, we changed that architecture. Instead of going all the way to the NOC, information is going up and down to a ground station. That is much different than going through multiple satellite hops to get processed at the NOCs.”

With BFT 2, situational information can be beamed across the network in seconds, sending images to a ground station, then back up through commercial satellites to forward-deployed units on the move.



Army Staff Sgt. George Adams, left, and Army Spc. Brenton Steckel, both (then) with Alpha Company, 1st Battalion, 5th Infantry Regiment, monitor the Force XXI Battle Command Brigade-and-Below and Remote Weapons System screens while looking for enemy contacts during Talisman Sabre 2007 in Shoalwater Bay, Australia. Several improvements are being designed for the system.

Photo by Navy Mass Communication Specialist 2nd Class Sandra M. Palumbo

The new system vastly improves refresh time as well. Based on a few factors, current BFT can take minutes to load new data and update position-location information, whereas with BFT 2, refresh time is reduced to a matter of seconds, Stephens said.

The new BFT 2 tracking system, which is slated to begin fielding by the end of 2011, is engineered to synch with new BFT software called Joint Battle Command-Platform, or JBC-P, designed to run on existing JV-5 computers or hardware, said Maj. Shane M. Robb, JBC-P assistant product manager.

“With JBC-P, what we are doing is we are leveraging the successes of FBCB2 and the investment in that system,” Robb said.

The Army has about 95,000 BFT systems, the bulk of which are on JV-5 computers already in service, he added.

“The JV-5 computer is in most of the vehicles that are in theater, such as MRAPs and HMMWVs. Rotary-wing assets have different hardware variants. We don’t want to replace all that hardware at once. We are going to use the same hardware with our new software and our new capabilities.

The hardware now is running prototype JBC-P software. As we refresh the hardware, which we need to do after a few years anyway, then we will upgrade it with more capable tablet-style computers that more fully meet our requirements for JBC-P,” Robb said.

JBC-P also comes with improved requirements for accuracy: an icon representing a vehicle on a JBC-P screen has to be within 200 meters of its actual location.

“If you are driving down the road and you see a vehicle or a person, you can look at your screen and associate an icon with what you see on the ground. It helps to mitigate fratricide,” Robb said.

The original FBCB2 screen, which was designed in the 1990s, has an old drop-down graphics interface, Robb said.

“JBC-P has a completely redesigned interface, designed to be more intuitive, faster, and more collaborative. It has ‘free draw’ graphics—whereas in the past you had to go through a whole graphics menu. This is powerful for a platoon leader on the ground. In the past to do a change of mission on the fly, you had to go through a cumbersome graphics drawing process and send it, or you had to talk someone through

everything on the radio," said Robb.

"Now, you can draw an arrow or a circle and say 'I want you to go along this route. I want a support by fire here.' You can send things easily and it is easier to collaborate on the move with chat and messaging," Robb explained.

The JBC-P interface, which will begin fielding in 2013 and 2014, is engineered to integrate Tactical Ground Reporting, or TIGR, of Area, Structures, Capabilities, Organizations, People, and Events, known as ASCOPE data.

"TIGR is designed for the lower echelon units—patrol leaders. In the past, a patrol leader would take notes or logs regarding their area in [his or her] green book or binder, but the data gathered [were] not very easy to search and reuse. With TIGR, which is currently in the company-level TOCs [Tactical Operations Centers] after a patrol, the patrol leaders can type out their reports into the TIGR system. They upload any photos or reports of interviews, or other events. The data is all geo-referenced and time stamped, and it feeds into a larger database," said Robb.

As a result, the next time soldiers prepare to go out on a patrol, they can highlight their route and any events that have occurred along that route will show up as icons, Robb explained.

"They are then able to view the reports, photos, and other data associated with each icon and modify their patrol plan as needed. While TIGR currently exists in the TOC, with JBC-P, TIGR will be integrated and on the vehicles," Robb said.

Army Showcases Newest Version of Lakota

ARMY NEWS SERVICE (NOV. 18, 2010)

Alexandra Hemmerly-Brown

WASHINGTON—As part of upgrading the Army's air fleet, 140 of 345 planned UH-72A Lakota Light Utility Helicopters



Members of the 121st Medical Company, Air Ambulance, of the District of Columbia National Guard prepare for a mission in Hohenfels, Germany. The unit conducted its first medical evacuation with the UH-72 Lakota helicopter in Germany on Aug. 10, 2010.

Photo courtesy District of Columbia National Guard

ters have been delivered and are currently being broken in throughout the force.

Aiding homeland security, search and rescue missions, medical evacuations, and security and support, Lakotas are smaller, more affordable, and more technologically advanced than older counterparts such as the UH-1 "Huey" Iroquois.

The latest version of the Lakota, the security and support model, was on display at the Pentagon Nov. 18 so senior Army leaders could take a look at the newest member of the Army's air fleet.

The security and support Lakota comes equipped with day and night cameras that can track targets at up to 9 miles away, a large search light, a navigation system that can locate a street address rather than only a grid coordinate, and a communications system that can be synched with first responders on the ground.

Col. Neil Thurgood, project manager for Utility Helicopters at Redstone Arsenal, Ala., explained that Lakotas are well-suited for disaster response scenarios such as Hurricane Katrina. For this reason, Thurgood explained, the Lakota aircraft are almost exclusively being used by the National Guard in support of homeland security.

"From an Army aviation perspective, this is the next evolution of replacing older airframes with newer airframes," Thurgood said.

Fielded since 2007, the Army has also ordered the Lakota in mission equipment packages for medical purposes and for VIPs.

"The expense of running this aircraft is significantly lower than our aging aircraft. The older an aircraft gets, the more expensive it is to maintain it," Thurgood said.

While the Lakota can be flown anywhere the Army deems permissible, Thurgood said there are no current plans to send the helicopter into combat. However, the addition of more Lakota aircraft to troops in the United States will free up other helicopters such as UH-60 BlackHawks to go overseas.

"I hear back from the commanders and pilots, and they just applaud it," said Lt. Col. Dave Bristol, product manager for Lakota helicopters, adding that it's easy to fly.

Bristol said the most beneficial aspect of the aircraft is its versatility.

"At the end of the day, there is a soldier flying that aircraft, and our responsibility is to give them a safe, flyable aircraft that they can do their mission with, and that's our number one priority," said Thurgood.

Under Secretary Outlines Cost-Saving Strategy

AMERICAN FORCES PRESS SERVICE (NOV. 16, 2010)

Terri Moon Cronk

WASHINGTON—Affordability, incentives, and productivity growth are the ingredients to get the most out of the next Defense Department budget, a top Pentagon official said today.

The department will have to become more efficient to support troops while the budget flattens, Ashton B. Carter, under secretary for acquisition, technology, and logistics, told a Center for American Progress audience here.

In the existing \$700 billion defense budget, Carter said, \$400 billion goes to contracted goods and services. Defense Secretary Robert M. Gates wants better productivity growth—or more for their money—on that \$400 billion, he said.

Carter said he and Gates recently co-authored a 20-page, 23-point strategy for finding better buying power in defense

spending. The strategy is a reflection of the new, tighter budget era following a period of "double-digit, year-after-year growth in the defense budget that's been necessary by a war that's still ongoing," he said.

"We need to manage to a different reality," Carter said. The department must "get to the point where we have things we do want and do need," rather than acquiring items that are not necessary to support the troops, he said.

Affordability is key for new programs and those underway like the SSN BX nuclear missile submarine that will "age out" around 2020, Carter said. Originally, the design for each new submarine was estimated at \$7 billion in 2020 dollars, he said, but at that rate, a redesign would cost around \$200 billion over time, and "we wouldn't be able to build any ships.

"We looked at factors driving the costs of the submarine, and without compromising critical military capabilities, we cut back on the design in the interest of affordability," Carter said. The department is on track to cut the estimated cost for the submarine designs by 35 percent.

Sticking to what is affordable, Carter said, "comes from discipline, upfront, of saying, 'I'm not going to pay that kind of money.'"

Likewise, "We'll do the same for the new presidential helicopter, for replacing the cancelled bomber, and the next generation of the Army's ground combat vehicle," the under secretary said.

Carter used the joint strike fighter as an example of a project in progress. "This is the centerpiece of tactical air modernization, the backbone of tactical air fleet," he said. "Estimators told us it would cost \$50 million when the program began in 2002, but now it's \$92 million. I said 'No, that's not happening. We've got to get back to the original cost.'"

Another element to save money is by giving incentives to contractors to spur productivity growth, Carter said.

If a project's cost comes in under budget, he said, the contractor and the department would share in the savings, and if there's an overrun, both share "the pain of it," Carter said. That way, he said, "Both have incentives to control costs and hit the cost target."