

Logistics Agency Prepares to Move 'Mountain' from Iraq

SPECIAL TO AMERICAN FORCES PRESS SERVICE (NOV. 30, 2009)
Jonathan Stack

FORT BELVOIR, Va.—Army Col. Mike Bird is about to move a mountain, but he won't be doing it alone. Bird, commander of Defense Logistics Agency-Central Command, will have help from his DLA support team and participants from several of the agency's field activities. That, however, doesn't make the task of helping the military services draw down a mountain of equipment and supplies accumulated during six years of operations in Iraq any less daunting.

DLA provides the military services, other federal agencies, and joint and allied forces with a variety of logistics, acquisition, and technical services. These services include disposing of excess military property or allowing for its reuse, as well as disposing of hazardous waste and materials.

Bird has made planning for the drawdown a priority since he assumed command this summer.

"This is much more than moving a mountain," he said. "It surpasses any logistical challenge we have undertaken to date, all while we are still fighting two wars. It is critical that we ensure the warfighter is being sustained while we retrograde, refit, and redistribute to the war effort."

The drawdown is the return of all U.S. forces back to their home stations and the closing out of the military presence in Iraq, said Donald Bruce, DLA's Joint Logistics Operations Center lead planner for drawdown, retrograde, and reset.

"Bringing back troops means bringing back all supplies," Bruce said.

The U.S. equipment drawdown from Iraq will impact all DLA's primary-level field activities to some extent, with the Defense Reutilization and Marketing Service shouldering most of the workload. From its headquarters in Battle Creek, Mich., and offices throughout the world, DRMS disposes of excess property received from the military services.

"Coordination and flexibility are keys in any complex operation," said Twila Gonzales, DRMS director.

DRMS already handles the military services' excess property in Iraq, including disposal of battle-damaged equipment and surplus items. DRMS also removes scrap from both the small forward-operating bases and the larger bases. Gonzales said her team is also handling a portion of hazardous waste and materials disposal.

"We're not just working with or for the military units in Iraq—we are working right alongside them," she said. "Our mobilized reservists are doing great work on those teams."

Earlier this year, members of a disposal team working at a large forward-operating base in Iraq removed more than 3 million pounds of scrap from the base in just 30 days.

"Good management of excess equipment in this case helps protect our fighting forces from the danger that an adversary will be able to use some of our own equipment against us," Gonzales said. "Good stewardship over excess property serves both the warfighter and taxpayers."

As U.S. military units start leaving Iraq, Bruce said, they'll look at their supplies and equipment and decide whether to take items with them or leave them behind.

"In some cases, the Services might decide they don't need those consumable materials in Iraq because they're drawing down the force," he said. "But due to the buildup, the materials might be needed in Afghanistan."

Much usable material will be shipped from Iraq to Defense Distribution Depot-Kuwait, Bruce said, while some will come back to DLA's stateside depots. The depots, mainly co-located with military repair depots, act as receiving and temporary storage locations.

If a Humvee comes back to an Army repair depot, it will be received by the DLA depot and stored until the Army is ready to put it on the maintenance line and begin the rebuild, Bruce said.

"There's a big impact there for DLA because there's a lot of equipment that has to come back and be repaired before it can be provided to units to prepare for the next fight," he said.

In addition, Bruce said, there will be an impact on the amount of repair parts DLA is supplying to support rebuilding the equipment coming back and going into the depot system.

"The fact that this equipment has been used in the desert for so long means the military services might have to replace a lot of parts that they normally wouldn't," Bruce said. "We have to work closely with the Services to make sure we're on top of that and we know what those demands are so we're prepared to support them."

DLA's supply centers are expected to see a surge in business as the military services' requirements evolve.

"We were sustaining the force in Iraq, and those demands are going to decrease over time and demands in Afghanistan are going to increase," he said.

Stack is a writer with Defense Logistics Agency's communications office.

Department Seeks to Reclaim Acquisition Expertise

AMERICAN FORCES PRESS SERVICE (DEC. 3, 2009)

Donna Miles

NEW YORK—The Defense Department is in the throes of a "major in-sourcing initiative" that Deputy Defense Secretary William J. Lynn III said will recapture some of the vital expertise the department had lost, particularly in the acquisition realm.

Lynn told the Aerospace and Defense Conference Dec. 2 that he considers the rebalancing plan a vital piece of the department's sweeping acquisition reform efforts.

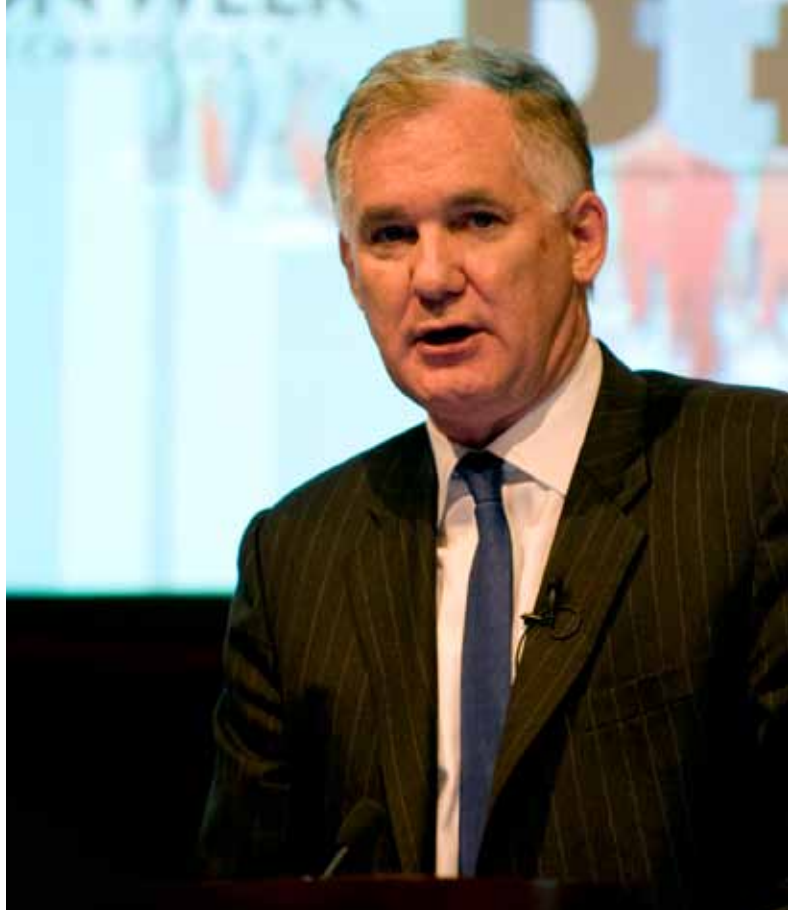
There's "clearly an important role" for private contractors within the Defense Department, Lynn said, noting important contributions they make both at the Pentagon and in the combat theater. But the "outsourcing metric needs to be more targeted," he added, not only to ensure contractors are conducting the appropriate type of missions, but also to prevent overreliance on contractor support in fields such as acquisition.

When the department outsourced many of its acquisition functions during the 1990s, Lynn said, it "lost some of the capabilities that we need to be a good buyer."

"We unbalanced the system," he said. The result was a shortage of in-house expertise in cost estimating, systems engineering, and program management capabilities that "allow us to be a very informed buyer," he told the group.

"So we are trying to bring those functions back into government," he said, noting a dramatic increase in the department's acquisition workforce.

The department's federal acquisition workforce is expected to grow by 20,000 over the next five years. This, Lynn explained, involves hiring 9,000 new employees and converting 11,000 positions now held by contractors to federal jobs. Ultimately, the effort will expand the acquisition workforce



Deputy Defense Secretary William J. Lynn III answers questions during the Aerospace and Defense Conference in New York City, Dec. 2, 2009.

DoD photo by Cherie Cullen

from its current 127,000 federal employees and 52,000 contractors to 147,000 feds and about 42,000 contractors by fiscal 2015, Shay Assad, acting under secretary of defense for acquisition and technology, told American Forces Press Service.

The additional acquisition employees will focus on awarding more competitive contracts and providing more contract oversight, he said. Others will be hired across the department to improve business management, logistics management, systems engineering, and program management functions—jobs now conducted largely by contractors.

Lynn called beefing up and restructuring the acquisition workforce a big step toward the Pentagon's broader acquisition reform efforts.

The overhaul also includes:

- Instilling more discipline into the front end of the process, as requirements are established, to better balance performance needs with schedule and cost limitations
- Reducing the risk of cost overruns by relying more on independent cost estimates, as Congress and President Barack Obama have directed
- Promoting more fixed-price contracts in which the contractors share more equal financial risks with the government
- Cancelling failing or misdirected programs that either aren't working or are no longer needed.

Lynn praised Defense Secretary Robert M. Gates' commitment to "making hard choices" to ensure defense acquisition programs align with genuine requirements and don't get bogged down with spiraling cost overruns and scheduling delays.

The fiscal 2010 budget reflects these priorities, he said, with the department retiring or reshaping the Army's future combat system, the transformational satellite program, and the VH-71 presidential helicopter program.

"So we've made an important start on major reform," Lynn said. "And we are going to keep making tough decisions every budget, every year."

Logistics Support Gears Up for Afghanistan Surge

SPECIAL TO AMERICAN FORCES PRESS SERVICE (DEC. 3, 2009)

Beth Reece

ARLINGTON, Va.—President Barack Obama's call for another 30,000 troops to deploy to Afghanistan came as no surprise to Defense Logistics Agency planners. One day after the president's announcement, DLA Director Navy Vice Adm. Alan Thompson described how the agency's three strategic focus areas—warfighter support enhancement, stewardship excellence, and workforce development—will support the troop surge.

Just as DLA supply centers and support teams worked months in advance to pre-position items for nearly 20,000 troops who deployed to southern Afghanistan last summer, logisticians have spent the past several months working with U.S. Central Command and U.S. Forces Afghanistan officials to plan support for even more forces, Thompson said to a standing-room-only crowd at the Defense Logistics 2009 conference Dec. 2.

Thompson told the assembled military members and defense contractors that representatives across all of DLA's supply chains have been involved in the planning effort.

Defense Supply Center Philadelphia—which provides food, construction material, medical items, clothing, and individual equipment—has employees on the ground working with local subsistence prime vendors to provide additional fresh fruit and vegetable deliveries.

DSCP employees also are arranging for an increase in production of such items as lumber and housing, which are expected to be some of the most-requested commodities during the initial surge.

At Defense Supply Center Richmond, Va., work is under way to boost support to the fleet of helicopters that has become an important means for getting supplies to troops in Afghanistan, where unimproved roads and steep terrain make it difficult to move equipment.

In land combat support, Defense Supply Center Columbus, Ohio, has partnered with Oshkosh Defense, makers of the new all-terrain version of the mine-resistant, ambush-protected vehicles, or M-ATVs, to provide repair parts for the vehicles, which are being used to protect troops from roadside bombs. Six DSCC employees have deployed to Afghanistan to focus solely on support of conventional MRAPs and the new M-ATVs.

Employees at Defense Distribution Depot Susquehanna, Pa., are assembling new combat lifesaver kits that contain such medical supplies as bandages, scissors, splints, and gloves that are used to treat severely wounded soldiers.

A key element of the Afghanistan support strategy, Thompson said, is the development of the Northern Distribution Network. This initiative provides additional routes to move material to troops on the ground through the South Caucasus and Central and South-Asian states.

Thompson met with Army Gen. David H. Petraeus, commander of U.S. Central Command, Nov. 23 to discuss how DLA is supporting the Northern Distribution Network and the general's local security cooperation strategy through local procurement efforts in the region. DLA has been leading this effort for CENTCOM by bringing together other contracting activities within U.S. Transportation Command, the State Department, the General Services Administration, and the Office of the Secretary of Defense.

Thompson also visited DLA employees in southern Afghanistan in November to get a first-hand look at how the agency is supporting warfighters. Though the intent of his visit was to find areas that needed improvement, the admiral said,

leaders on the ground had nothing but good things to say about DLA's support.

"Looking across our full line of support, I'm confident that we're on track to supply warfighters with everything they need, whether it's fuel, spare parts for weapons systems, or troop support items," he said.

Thompson also spoke at the conference about recent DLA initiatives to ensure stewardship and integrity in DLA's acquisition process. He told attendees of DLA's need to always be mindful of the role it plays on behalf of American taxpayers.

He finished his keynote speech by speaking about the important part DLA's workforce plays in the agency's success and, ultimately, the success of its warfighting customers, and the programs DLA has to ensure that it has the right workforce now and in the future.

Reece works in the Defense Logistics Agency's strategic communications office.

Logisticians Ready for Afghan Transportation Task

AMERICAN FORCES PRESS SERVICE (DEC. 9, 2009)

Jim Garamone

WASHINGTON—U.S. military logisticians are up to the challenge of getting 30,000 more American troops into Afghanistan and moving troops and equipment from Iraq, the commander of U.S. Transportation Command said Dec. 9. Air Force Gen. Duncan J. McNabb told the Defense Writers Group that the command is well able to handle the demands being placed on it.

TRANSCOM has worked for years to develop supply lines into Afghanistan—one of the most remote and difficult countries in the world. The nation is landlocked and has some of the highest mountains in the world. Only five passes are available to get supplies into Afghanistan by land, and U.S. officials are studying them all.

"We need to look at all options," McNabb said. "You need other options in case the main supply route goes down."

McNabb said he isn't too concerned about moving 30,000 servicemembers and their equipment into Afghanistan, because the command already has done it. Earlier this year, President Barack Obama ordered 21,000 combat forces into the country. "With support troops, that was about 30,000," he said.

Most of the combat troops—especially the Stryker brigade combat team—had to arrive in time for the Afghan elec-

tions in August. "We're talking roughly the same numbers—maybe some NATO allies that we will transport—and equipment over roughly the same time," McNabb said. "On the positive side, we've just done that. On the more difficult side, we're talking about doing it in December."

Winter makes the effort a bit harder, the general explained. Still, over the past 18 months and in anticipation of increasing forces in Afghanistan, the command made sure the airfields in the region could handle the traffic. Officials also worked to maximize cargo and personnel throughput, and ensured the cargo handling and air traffic control teams were in place.

McNabb said he told Army Gen. David H. Petraeus, the U.S. Central Command commander, and Army Gen. Stanley A. McChrystal, the commander of U.S. and international forces in Afghanistan, "that our job is to make sure we give you lots of options, and that we're going to get the stuff through."

If the command has to get everything into Afghanistan by air, McNabb said, TRANSCOM has the assets needed to make it happen. "If I have to bring this stuff all in by air, it will be a lot more expensive," he said. "But if we need to do that, we can, and that's our ace in the hole."

More than likely, the command will use all transportation modes to get personnel, cargo, and supplies in. The main supply line is through Pakistan from the port of Karachi. About 50 percent of cargo and supplies use this route. Another 30 percent of cargo uses the Northern Distribution Route, a series of railroad routes, with some running from northern Europe and others coming via the Black Sea, then over land. The final 20 percent is delivered by air. "We take everything lethal and sensitive in by air," the general said.

With these various supply lines, enough capacity exists to sustain the effort, McNabb said. "I basically would like to have double the capacity that we need, just to be sure, and we're very close to that now," he added.

Moving an Army brigade combat team requires airlifting 1,200 short tons, requiring 50 to 60 C-17 Globemaster III transport jet missions. Each brigade requires roughly 200,000 square feet of cargo space, which comes out to between one and two ships. The brigades have about 3,500 soldiers who board C-17s or C-130 Hercules transports in Manas, Kyrgyzstan, for the trip into Afghanistan.

TRANSCOM is involved not only in getting personnel and cargo to the country, but also in distributing it upon arrival. "Once you get stuff in, how do you distribute it throughout the country? You have three choices: secure the area to get

convoys through, run convoys with armed protection, or you can get stuff in vertically," McNabb said.

"Vertically" means bringing goods in via helicopters or by airdrop from fixed-wing aircraft. Use of airdrop has increased dramatically, the general said. "We did 2 million pounds of airdrop in all of 2005," he said. "In September 2009, we did 4 million pounds. We're going to be up around 19 million to 20 million for this year."

TRANSCOM officials are working with U.S. Central Command and with U.S. Joint Forces Command to work out the scheduling of the move, McNabb said.

"Right now, the transportation and movement is not the long pole in the tent; getting those bases built and ready to receive the forces is," he said.

Commission Examines Contracting Issues

AMERICAN FORCES PRESS SERVICE (DEC. 18, 2009)

Gerry J. Gilmore

WASHINGTON—Improved oversight and management of civilian contracts involved with the development and training of Afghan security forces should result in better stewardship of U.S. tax dollars, the former military commander of that training effort said here today.

"We are keenly aware of the importance of good stewardship of the resources provided by the American people to support this mission. Good stewardship is critical to mission success and is of strategic importance," Army Maj. Gen. Richard P. Formica, former chief of Combined Security Transition Command Afghanistan, said in testimony before the Commission on Wartime Contracting in Iraq and Afghanistan.

Formica commanded the organization from Dec. 18, 2008, to Nov. 21, 2009.

Congress created the commission in 2008 to examine and recommend improvements in contingency contracting for reconstruction, logistics, and security functions involved in the U.S. military missions in Iraq and Afghanistan.

Combined Security Transition Command Iraq assists in the training of Afghan security forces to improve security and stability in Afghanistan. Its mission includes managing a \$404 million contract to train and support Afghan national security forces.

To understand the command's critical role, the commission has met with both Formica and its new commander, Army

Lt. Gen. William B. Caldwell IV, who took command of the new NATO Training Mission Afghanistan and Combined Security Transition Command Afghanistan last month. The two organizations were merged under Caldwell's oversight to create a unified command for the training of Afghan soldiers and police.

The command's soldiers, sailors, airmen, Marines, and civilians "work tirelessly and faithfully to fulfill their mission and to be good stewards of our nation's resources," Formica told the panel. The organization's principal task, he said, is to build sustainable capacity and capability of the Afghan national army and the Afghan national police.

The Afghan army, Formica said, is respected by the country's citizens and is on track to achieve its goals. The Afghan army is scheduled to expand to 240,000 soldiers by the end of 2013, he said. Meanwhile, Formica said, Afghan national police ranks are expected to include 97,000 officers by the end of December. Current plans, he added, are for the police to expand to 160,000 members by the end of 2013.

The focus of Afghan police training and development efforts, Formica said, is to reinforce good policing, to reform or eliminate corrupt or poor-performing police, and to add more officers.

The mission to generate and train Afghan national security forces has been generously funded by Congress, Formica said. However, he added, the high demand for military personnel has outstripped the supply of properly trained military forces, which creates a demand for contractors to fill gaps in training and training support.

Today, Combined Security Transition Command Afghanistan "requires the support of contractors in our mission accomplishments in the development of the Afghan ministries of defense and interior," Formica said. The Afghan defense ministry oversees the country's military forces, while the interior ministry manages the national police.

The use of contractors in training Afghan soldiers and police, Formica said, augments military capabilities, brings unique skills, and provides continuity to the mission.

However, as Afghan national security forces grew over the past several years, Formica said, the number and size of contracts increased while the capacity to manage those contracts did not. This situation, he said, created "a challenging contract management and oversight environment, which required continuous efforts to improve management of contracts funded by Afghan security forces funds."

Accordingly, U.S. authorities “have steadily improved our stewardship and oversight of contracts involved with the training of Afghan security forces,” Formica said.

Subsequent measures and controls implemented to improve accountability and management control of such contracts were partially in response to Defense Department inspector general reports, Formica said, as well as findings and observations made by the commission.

Summing up, Formica acknowledged “that more work needs to be done to enhance our overall contracts management effort.”

Nonetheless, he said, the application of leadership, accountability, and implemented improvements in contract management and oversight “will lead to more effective development and fielding of capable Afghan national security forces and ultimately operational success in this critically important mission.”

AMC Takes Lead in Task Force Aimed at Army Reset Effort

*ARMY MATERIEL COMMAND NEWS RELEASE (DEC. 21, 2009)
Rikeshia Davidson*

REDSTONE ARSENAL, Ala.—How do you carefully and expertly repair and return the tools of war?

You assemble your best personnel, plan profusely, and ultimately Reset America’s Army.

The drawdown of troops and equipment Reset were the driving force for a Responsible Reset Task Force or R2TF. Assembled, in place, and facing a 2011 deadline, the R2TF is led by Lt. Gen. James H. Pillsbury, the deputy commander of the U.S. Army Materiel Command.

The R2TF is staffed with 25-30 individuals from throughout the Materiel Enterprise with the skills to make that 2011 goal achievable. A command with more than 67,000 employees and a presence in 48 states and 127 countries, AMC is a mix of military and civilians skilled at weapons development, manufacturing, and logistics.

As the executive agent for equipment Reset, AMC provides management and oversight for the execution of field and sustainment-level maintenance offered by the industrial base maintenance complex.

“The purpose of the R2TF is to help Army Central Command [3rd Army], which is the Army Service component com-

mand of CENTCOM [Central Command] as it conducts its responsible drawdown.

“The concept is that the equipment that is not needed by ARCENT [Army Central] for its mission in Southwest Asia [that is above their requirements], we will take care of and send it back to the States, ultimately to assess repair so we can effectively and efficiently Reset the Army,” said Pillsbury.

The R2TF supports the warfighter forward and enables the Army’s successful and timely execution of Reset; in doing so, the four areas of focus for the R2TF are property accountability, timely disposition, triage formation, and total asset visibility.

“AMC is well-suited for this mission [because of our] ability to repair our equipment at not only our organic depots, but at our directors of maintenance depots,” said Pillsbury.

But, he also added, AMC has the ability to work with the original equipment manufacturers to repair certain vehicles, certain pieces of equipment, at their locations.

“AMC executes, on behalf of the Army, a Responsible Reset using the full power of the Materiel Enterprise to ensure a rapid return, repair, redistribution, and combat power regeneration for the Army,” said Gen. Ann E. Dunwoody, commander of AMC.

However, the enormity of repair and moving equipment is daunting.

- 60,000 to 80,000 containers
- 50,000 vehicles
- Upwards of 3 million different pieces of equipment.

By admission, Pillsbury calls R2TF a large undertaking.

“[And] we have to do [it] while we’re still in contact with the enemy on a timeline that’s been directed by the President of the United States. That timeline is to be down to 50,000 by August 31, 2010, and then ultimately leave the country by December 31, 2011” he said.

Pillsbury acknowledged the numerous participating agencies.

“The stakeholders of this operation are many, including AMC and the assistant secretary of the Army for acquisition, logistics, and technology who make up the materiel enterprise and could not do this by themselves. Certainly, the U.S. Army deputy chief of staff, G-8; the U.S. Army deputy chief of staff, G-3; and U.S. Army deputy chief of staff, G-4,



Aerial shot of equipment storage in Southwest Asia. Army Materiel Command has the daunting task of repairing and moving enormous amounts of materiel, including: 60,000 to 80,000 containers, 50,000 vehicles, and upwards of 3 million different pieces of equipment. U.S. Army photo

are the key stakeholders in this massive undertaking. The Defense Logistics Agency is playing a huge role in this, and so many items that will not be brought back to the States because of their [unserviceable] criteria will be sent to Defense Reutilization and Marketing Office,” said Pillsbury.

Ultimately, every decision the R2TF makes must be driven by the goal of being good stewards of taxpayers’ dollars.

In addition to financially responsible decisions, there is the need to secure non-U.S. involvement as well. The materiel enterprise is fully engaged with senior leaders in Kuwait, Iraq, and Afghanistan as well as partners at headquarters, Department of the Army and Department of Defense.

“The Multi-National Corps-Iraq and the Multi-National Force-Iraq have put together some pretty aggressive plans to move wheeled vehicles, containers, and the rest of the equipment to what we call [the] Redistribution and Property Accountability Team yard run by the 402nd Army Field Support Brigade in Iraq.

“These items will be brought to record, the accountability will be established, and then they will be given disposition instructions within 72 hours for [an] ultimate location. That piece of equipment will go to Red River Army Depot [Texarkana, Texas] or to Sierra Army Depot [Herlong, Calif.], or even to an original equipment manufacturer,” said Pillsbury.

Executing every element is critical to the R2TF as it must ensure property accountability, total asset visibility, triage equipment forward, and the timely disposition for equipment and materiel.

“The disposition of instruction or the disposition instructions for equipment coming out of Iraq are many. The disposition instructions—the definitions—depend on where you sit,” said Pillsbury.

He admits there can be multiple requests for equipment before it is Reset. According to Pillsbury, the Multi-National Corps-Iraq could request the equipment stay within the corps (one set of disposition instructions), or ARCENT may

ask that the piece of equipment be sent to an area within its scope (another set of instructions).

"Another option for a piece of equipment is foreign military sales, where our U.S. Army Security Assistance Command works with the theater to establish requests for both Afghanistan and Iraq so that this equipment can stay over there rather than come back and be sent back again at a great expense," said Pillsbury.

Ultimately, equipment will be either redistributed within theater for consumption, retained for Army Prepositioned Stocks, transferred to Afghan units, donated to the Iraqi government or other foreign sovereignty to assist in meeting regional strategic goals, or disposed of in accordance with approved guidelines. Remaining equipment will be taken back to the United States to be repaired and reissued to units.

Finally, Pillsbury acknowledges more players that will make the task force successful and their efforts.

"I'd like to mention that the people that make up the R2TF are great Americans: they're dedicated, hardworking Department of the Army civilians, a couple of dedicated hardworking contractors, and then we've got a smattering of military. They are working 16-18 hours a day, 6-½ days a week, and have become so engrained in the operation over there that no meetings happen, no decisions are made logistically without the input of the R2TF," said Pillsbury.

Davidson writes for Army Materiel Command/Joint Munitions Command.

Lynn Says Fight Against IEDs Remains Priority

AMERICAN FORCES PRESS SERVICE (DEC. 31, 2009)

Jim Garamone

WASHINGTON—Defeating the terrorists' weapon of choice is and will remain a priority for the Defense Department, Deputy Defense Secretary William J. Lynn III said Dec. 30.

Lynn spoke during a Pentagon ceremony where Army Lt. Gen. Thomas Metz stepped down as director of the Joint Improvised Explosive Device Defeat Organization, and Army Lt. Gen. Michael Oates took up the charge.

The organization looks for ways to defeat terrorists using car bombs, roadside bombs, as well as suicide vests—all examples of improvised explosive devices. The bombs are the biggest killers of American servicemembers in Iraq and Afghanistan. The weapon is a tactical device that has impacted the operational missions in both Iraq and Afghanistan.

"We must preclude the IED from impacting us strategically," Metz said. "We cannot allow this weapon to influence the national-level decisions of our most senior leaders."

"Under [General Metz's] leadership, JIEDDO has moved forward on three lines of operation: attacking the networks that place IEDs, devising ways to defeat the device, and training our forces to counter the threat," Lynn said.

The organization, only four years old, is a model of rapid acquisition, Lynn said. Its military and civilian staff quickly finds and employs ideas and technologies that can help servicemembers in harm's way. The organization operates with the Services and combatant commands in Afghanistan and Iraq.

The threat continues, Lynn said, noting that in October IEDs claimed the lives of 41 coalition soldiers in Afghanistan and one soldier in Iraq. The devices "are a clear and present danger," he said.

And the enemy knows how to use the devices.

"In Afghanistan, we are up against a determined and clever foe who mastered the use of this deadly technology long before our forces set foot in the mountains of the Hindu Kush," Lynn said.

The Soviets lost nearly 2,000 soldiers and 1,200 vehicles during their nine-year war in Afghanistan, he said.

"That IEDs have defeated another technologically advanced military in the very same place we fight now, only adds to the urgency of our mission," Lynn said. "Our ability to project power in this world of asymmetric threats and to secure our population at home depends on JIEDDO's success."

Measuring success remains an issue for the organization.

"We may never find a way to determine how many lives and limbs we are saving, how many warfighters return home with their eyesight, and how many have avoided serious burns that would have left them in pain for the rest of their lives," Metz said.

The departing general thanked his staff, citing their dedicated and professional service. He also told them he is proud of the work they did together and the record they have made. He said getting the organization made a permanent entity was the toughest challenge of his time.

Still, a number of challenges remain, he said.

"JIEDDO's establishment is a mandate to bring us to the reality of the enemy we currently face," Metz said. "Our role is to ensure that the fight we are currently in has a champion—one that can take prudent risks and rapidly respond to the warfighters' needs."

The organization has a transparent process in place to manage funds, "but if we add more and more layers of bureaucracy and thus time to get things done, we relinquish the initiative to the enemy," the general said. "The enemy is smart, innovative, agile, cunning, and ruthless."

Minimizing bureaucratic roadblocks will assist JIEDDO, Metz said, since the enemy operates in disregard of Defense Department contracting rules and budget cycles.

Oates thanked Metz "for looking out for our soldiers" and said he was proud and happy to be part of the organization. The incoming general also pledged to work with all to solve the very complex problem posed by improvised explosive devices.

Army Secretary Prioritizes Support, Acquisition Reform, Outreach

ARMY NEWS SERVICE (JAN. 7, 2010)

Gary Sheftick

WASHINGTON—Secretary of the Army John McHugh gave Pentagon staffers a "preliminary report" Wednesday after his first three months in office, asking them to continue supporting soldier and family programs, continue acquisition reform, and focus more on congressional outreach.

McHugh, who took office Sept. 21, spoke to more than 400 members of the Army staff and secretariat in the Pentagon auditorium at an Army Leader Forum.

He expressed his admiration for those who serve, stating, "The most important thing we do is take care of our soldiers and take care of our families." There is a "critical interdependence" between soldiers and families in relation to readiness, he said, especially with an all-volunteer force.

Continuing to improve the availability and excellence of quality-of-life programs is essential after almost nine years of war, even as funding may decrease in coming years, he said, adding this imperative must be balanced with vital efforts to modernize the force.

Facing persistent conflict, he said the Army must transform the way it develops its leaders to prepare them for "hybrid threats" and ambiguous situations. He said the Army must train its leaders to be comfortable in dealing with uncertainty

by teaching them "how to think" as well as a doctrinal baseline of "what to think."

"Technology does not in and of itself lift the fog of war," McHugh said. He said leaders need to be comfortable with greater decentralized authority from the troop level to the institutional level in order to encourage bottom-up solutions. Of course, he said, the Army must also ensure that robust Service-wide standards are in place.

One challenge the Army continues to face, he said, is reforming the acquisition process.

"In too many instances, the so-called traditional acquisition process has not been as agile, flexible, and efficient as the force it's charged to support," McHugh said.

He lauded initiatives such as the Rapid Equipping Force and Experimental Task Force, saying the Army must continue efforts to get emerging technologies into the hands of soldiers quickly. "It's a work in progress," he said, but there's more to be done.

"We have to re-tool our entire existing acquisition processes and develop a more agile acquisition strategy that directly supports the warfighter on the battlefield today, next year, and beyond," McHugh said. "And do it in a way that meets the expectations of our overseers on Capitol Hill."

In addition, the Army needs a more robust and effective partnership with Congress, McHugh said. He praised the Congressional Fellowship Program, saying the program is larger now than ever with 26 fellows from the Army on Capitol Hill, and added that the program should continue to grow.

McHugh challenged every Army general officer in the National Capital Region to take a "direct, personal role" in fostering a relationship with Congress by making "a concerted effort to specifically partner with a member in office on Capitol Hill."

From his perspective of having served 17 years in the House of Representatives, he said the Army must do a better job of explaining needs and reporting achievements because this relationship with Congress is crucial to success in obtaining needed resources.

The secretary concluded his formal comments by thanking the staff and secretariat. He cited his trip last month to Iraq and Afghanistan, saying that warfighters there know they are making a difference.

"You're doing vital work, supporting our troops and making a difference in the lives of millions of people who, like you, wake up but who have a different dream—a dream that someday maybe they can enjoy the freedoms, the liberties that this United States Army has given to hundreds of millions across the planet since its inception."

McHugh took questions from audience members, including one who asked whether the number of civilian employees working for the Army would grow beyond the current force in light of President Obama's initiative to replace contractors with government employees when appropriate. The secretary said outsourcing would be examined on a case-by-case basis, and where there was not an essential government responsibility to keep a function in-house, who could do the job most efficiently would be weighed.

"I think our first responsibility has to be to the taxpayer dollar," he said, adding that a "robust interaction" between the public and private sectors will not only stimulate the economy, but provide an Army outreach into communities.

Special Operations Aviation Eyes Faster Transport

ARMY NEWS SERVICE (JAN. 9, 2010)

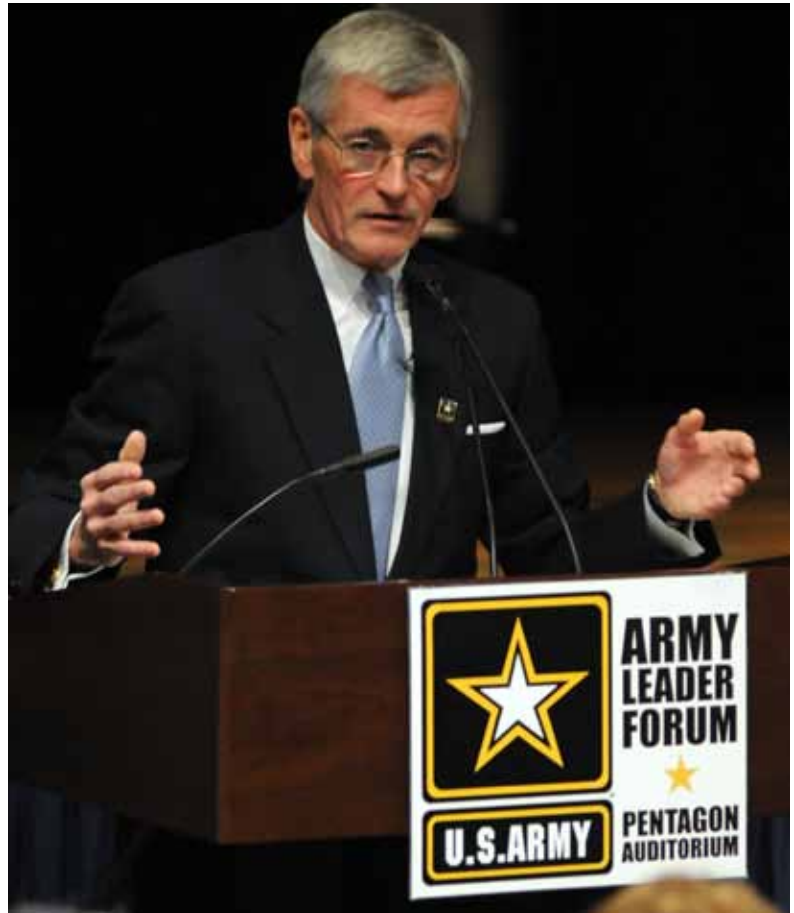
C. Todd Lopez

WASHINGTON—Army Special Operations aviation needs faster helicopters to meet the speed and range requirements needed to conduct operations in Iraq and Afghanistan, according to the 160th Special Operations Aviation Regiment (Airborne) commander.

Col. Clayton M. Hutmacher, commander, 160th SOAR (Airborne), discussed regiment initiatives during the Association of the United States Army's Institute of Land Warfare Army Aviation Symposium and Exposition, Jan. 5-7, in Arlington, Va.

"I think the way ahead for us is we have got to break that 120-knot barrier," he said. "For us, some of these targets that we are trying to range—strategic targets—basing is a big problem for us—trying to get close enough to that target. And we are looking to go farther, faster, and carry more stuff."

In Afghanistan and Iraq, speed and range are critical to conducting the special operations mission, Hutmacher said.



Army Secretary John McHugh speaks during an Army Leader Forum, Jan. 6, in the Pentagon Auditorium. Topics discussed included continued support of soldier and family programs, acquisition reform, and congressional outreach.
Photo by Army Staff Sgt. Matthew Clifton

"If you look at the fight in Iraq and Afghanistan, it is a non-linear battlefield," he said. "I think speed, while maybe not realized by the operations at large—that speed and range are very important when you are dealing with non-state actors and fleeting targets. I think Army aviation would be well served by starting to look at that a little bit more."

Hutmacher mentioned two aircraft, the Piasecki Speedhawk and Sikorsky X-2, as examples of the kind of capability he's looking for.

While Hutmacher didn't specifically say the two airframes were the ones the Army needed, he did say their kind of capability was what he thought the Army special operations community needed.

"Speed and range are essential for the SOF community," he said.



Soldiers perform maintenance on an MH-47 Chinook of the 160th Special Operations Aviation Regiment (Airborne).

Photo courtesy U.S. Army Special Operations Command

The colonel also said special operations would need to partner with the larger Army aviation community to get those capabilities.

“What I am looking for is a capability,” he said. “We are very interested in partnering with the conventional force to try and find a common airframe; quite frankly, we can’t do it without you.”

Hutmacher also discussed pursuit of a hostile-fire indicator system for Special Forces aviation.

“We have a suite of radio-frequency countermeasures on the aircraft,” he said. “But what’s shooting us down—what’s killing us on the battlefield and what’s killing conventional aviation—are small arms and rocket-propelled grenades, and we are aggressively pursuing a solution. We have a pretty aggressive plan to get after that threat.”

To illustrate the need for better small-arms protection for Special Operations aviators, he cited a recent mission where three MH-47 Chinook helicopters took heavy enemy fire.

“During infil and exfil, they had 42 ... RPGs [rocket propelled grenades] shot at the aircraft, multiple frag damage,” he said. “Our aircrews ... they expended 18,000 rounds addressing that threat. It’s hard to find these guys when they are in the hedges and undercover—they are not stupid. So we are looking for that HFI system to get integrated onto our airframes.”

Farther, Faster, Stronger; Osprey Enhances Battlefield Capabilities

HEADQUARTERS MARINE CORPS NEWS (JAN. 8, 2010)

Marine Corps Cpl. Aubry Buzek

MARINE CORPS AIR STATION MIRAMAR, Calif. —The 40-year legacy of the CH-46 “Sea Knight” is built on stories of valor and heroism from Marines in combat missions around the world, but that era is coming to a close as the Marine Corps replaces the Sea Knight with its newest bird of prey, the MV-22 “Osprey.”

In 2006, the Marine Corps became the first Service to host an operational MV-22 Osprey squadron. Now, almost four years later, the Marine Corps has six operating or currently

transitioning squadrons on the East Coast, and is in the process of transitioning six on the West Coast.

The replacement of the 40-year-old CH-46 Sea Knight doesn't come cheap, with a price tag of roughly \$100 million per bird, but the Osprey's capabilities provide enhanced mission capabilities and more safety than the CH-46.

"The [advantage is the] capabilities we bring to the battlefield. It's newer, we're faster, we go farther, and we can stay longer," said Maj. Richard McGahhey, a Marine Medium Tiltrotor Squadron 161 Osprey pilot. "All of the capabilities of the 46 ... it expands upon them."

One of the important safety features of the Osprey is a reduced heat signature. Air-to-air heat seeking missiles will have a harder time tracking the Osprey because of the significant reduction in the amount of detectable heat from the aircraft. In addition to lower heat detection, the aircraft has a radar warning receiver, a ballistically tolerant airframe to reduce structural damage, and an M240 Golf machine gun mounted on the back ramp.

Another vital part of mission capability for military aircraft, especially in a combat zone, is fuel efficiency. The CH-46 has low fuel endurance and must be refueled approximately every 90 to 100 minutes, which can be dangerous in a tactical environment. The Osprey has an increased fuel capacity, and according to Sgt. Darin Levesque, a crew chief who has deployed with both the CH-46 and the Osprey, the aircraft has proven itself in battle.

"It's two different worlds," said Levesque. "It's a completely different aircraft. It goes twice as far so you can get Marines where they need to be—faster."

The increased fuel capacity means the Osprey can go longer and farther than the CH-46, and it also provides an increased payload. The CH-46 current internal and external weight restrictions are approximately 22,000 pounds and 12 combat-equipped troops. The Osprey offers significant advantage in that it can carry over 20,000 pounds and 24 combat-equipped troops, at twice the speed of the CH-46. The high-speed, high-flight capabilities of the aircraft are made possible by its ability to convert to a turboprop airplane. Once airborne, the Osprey can convert to a turboprop airplane and fly more than 400 mph and reach altitudes of almost 25,000 feet, which is significantly greater than the CH-46.

In a mission where a pilot is navigating great distances in unfamiliar areas of the world, often in poor weather or at

night, pilots must be able to rely on certain equipment in the cockpit to safely transport troops or lift external cargo. Upgraded navigation and communication systems and a cockpit lighting system that is compatible with night vision goggles greatly enhance the safety and success of medium lift missions.

Although the capabilities of the Osprey will significantly increase the mission capabilities and success of medium lift missions, according to Lt. Col. Evan LeBlanc, the commanding officer of VMM-161—one thing hasn't changed.

"The thing that makes the Marine Corps strong isn't the aircraft. It's the Marines," said LeBlanc.

Although the first VMM-161 Osprey landed at MCAS Miramar in early December, the squadron expects 11 more to complete the 19-month transition.

Buzek serves at Marine Corps Air Station Miramar.

Unmanned Aircraft Program Grows to Support Demand

AMERICAN FORCES PRESS SERVICE (JAN. 8, 2010)

Donna Miles

WASHINGTON—Discussions about the Army's use of unmanned systems in the combat theater are likely to focus on bomb-detecting robots and ground vehicles able to navigate through hazardous terrain.

Chances are the discussion won't immediately go to one of the fast-growing fields in the Army: unmanned aircraft systems.

These systems, operated at the tactical level by troops on the ground, are bringing warfighters unprecedented intelligence, surveillance, and reconnaissance capability, Army Col. Christopher B. Carlile, director of the Army Unmanned Aerial System Center of Excellence at Fort Rucker, Ala., told reporters Jan. 7.

"There's an old saying that science and science fiction are only separated by timing, and that timing is now," he said during an Association of the U.S. Army aviation forum. "We have it."

Some considered Army UASs little more than "model airplanes with some sensors hanging from them and a bunch of guys flying around with play toys" when they first entered the scene in the mid-1990s, Carlile conceded. But they've proven themselves as force multipliers that save lives on the

In the News

battlefield, and have come to be embraced by the warfighters who employ them, he said.

With almost 1 million UAS flight hours clocked in Iraq and Afghanistan, the Army is committed to growing the program to keep pace with demand for UAS capabilities. This year alone, the Army plans to train more than 2,000 operators who ultimately will deploy with the ground troops they will support, Carlile reported.

Army UASs come in three primary forms. The Raven, just under 3 feet long, supports battalions down to the platoon level. The Shadow, 11 feet long with a 14-foot wingspan, supports brigade-level operations. The more sophisticated “big daddy” of Army UASs, the Extended Range Multi-Purpose system, has a 56-foot wingspan and supports division-level operations.

These systems provide life-saving situational awareness and make soldiers more effective in tracking down enemy targets, Carlile explained.

“This is not the movies,” Carlile said. “There is not an infantryman who can call up and have the National Security Agency turn a satellite so he can see what’s on the back side of a building. That doesn’t happen.”

In the past, infantrymen found out what was behind the building when gunfire came from it, or a rocket-propelled grenade came at them from around the corner. Now, they have the Raven, the smallest UAS. At less than 5 pounds, it is lightweight and portable enough to deliver an aerial reconnaissance capability once limited to higher echelon elements.

“They can take that and fly it and put it above, and see if there is an ambush on the other side of the street, in real time,” Carlile said. Troops also can determine what the enemy is up to—such as hiding behind civilian shields—to reduce the risk of collateral damage during operations.

Army UASs also have proven their effectiveness in identifying and taking out enemy operatives. A little-known fact, Carlile said, is that Army UASs have launched about 80 percent of the successful drone strikes that have made headlines in the news.

When he commanded the 4th Infantry Division in Iraq as a major general, Army Gen. Raymond T. Odierno, now com-



Army Sgts. Jeremy R. Squires, Ronald F. Williams, and Anh M. Huynh attend to a Shadow unmanned aerial vehicle at Forward Operating Base Fenty on Jalalabad Airfield, Afghanistan.
U.S. Army photo by Spc. Gregory J. Argentieri

mander of U.S. Forces Iraq, called the tactical UAV Shadow system “an absolute must” for his brigade commanders in locating, identifying, and ultimately defeating high-value targets.

The UAS Center of Excellence leads the Army’s effort to synchronize its UAS program with those of the other Services, especially the higher visibility Air Force remotely piloted vehicle program based at Creech Air Force Base, Nev.

Recognizing the contribution these sister-Service aircraft make to the fight, Carlile emphasized the complementary value of unmanned aircraft operated by troops on the ground, directly alongside the soldiers they support.

“Their whole intent is to support the guys they eat dinner with every night, the ones they sleep in the same tactical assembly area with,” he said. “Because of that, they have a tie they would not have if they were in Las Vegas, Nev.,” home of the Air Force UAV center at Creech Air Force Base.

"You cannot have that same tie with the soldier. You cannot have that same situational awareness 8,000 miles away," he said. "It just does not exist."

Lt. Gen. James Thurman, the Army's deputy chief of staff for operations, told attendees at the AUSA session yesterday the Army will continue to invest in unmanned as well as manned aircraft to support warfighters.

"Unmanned aircraft systems continue to significantly improve our war efforts, and demand for these specialized systems continues to rise," he said. "The Army will continue to pursue highly capable systems while providing aircraft, highly skilled operators, and advanced capabilities to support the war efforts."

While pointing toward solid growth within the Army UAS program, Carlile isn't predicting a day when unmanned aircraft will take the place of piloted ones. Army experiments to measure both platforms' effectiveness in tracking enemy targets in combat found they had the best results when working collaboratively to support the operation, he said.

"When we put the manned and unmanned together into the combat operation, we get an exponential increase in synergy," he said.

That synergy can be measured in the number of successful target identifications or hits, Carlile said, with equipment providing consistent binary data and humans contributing the ability to think outside of that data field to make logic.

"The two come together very sweetly, and that is what gives us the capability," he said.

Army's Hydraulic Electric Pneumatic Petroleum Operated Equipment Demonstrates Successful Test

OFFICE OF THE PRODUCT MANAGER FOR SETS, KITS, OUTFITS, AND TOOLS (PM SKOT)

Pat Schlue

The Army's Office of the Product Manager for Sets, Kits, Outfits, and Tools (PM SKOT) recently completed successful testing of the Hydraulic Electric Pneumatic Petroleum Operated Equipment (HEPPOE) in accordance with DoD 5000.02.

The HEPPOE, an Army Acquisition Category (ACAT) III program, is a mobile construction and repair system capable of constructing and repairing buildings, prisoner of war holding areas, water piping systems, bridging, airfields, and roads. The HEPPOE consists of two diesel-driven power units along

with a variety of hydraulic, electric, and pneumatic commercial-off-the-shelf tools that include pavement breakers, saws, drills, pumps, and supporting tools.

Because of the COTS nature of this program, it entered the life cycle pre-Milestone C with limited testing required to verify adequacy of use. This afforded an opportunity to reduce schedule timeframes as well as costs by negotiating testing between existing DoD test facilities.

"Given the limited amount of funding available for ACAT III programs, it was imperative we looked to reduce costs when feasible without delaying the program," said Lt. Col. Brian Tachias, the Army's PM SKOT. "Early coordination was the key," added Tachias. "The integrated product team [IPT] under my leadership was instrumental in coordinating between the Army Test and Evaluation Command [ATEC] and the Research Development and Engineering Command's Edgewood Chemical Biological Center [ECBC], given the cost and schedule considerations pertaining to the testing of this system."

Working from the test and evaluation master plan, ATEC and ECBC divided the workload, allowing for expedited system testing and saving the Army and PM time and funding. Upon completion of test, all test results were provided to ATEC to support required documentation for a Milestone C decision.

"This acquisition experience helped carve the path for future programs to benefit by pursuing all options pertaining to test and evaluation," said Tachias. "If you know what test resources are available and work closely with your independent test agency, expedited test and cost savings can be imminent."

PM SKOT is aligned under the management of the U.S. Army's Project Manager, Joint Combat Service Support, which falls under the leadership of Program Executive Office Combat Support and Combat Service Support. Their vision is to provide the Army and Joint Services with oversight of the life cycle for all SKOTs, while providing high-quality services, modernizing and modularizing current SKOTs, and optimizing the logistical footprint for future systems. They provide warfighters with SKOTs that are high-quality, durable, reliable, modernized, and deployable, and serve as a "one-stop shop" for life cycle management service.

Schlue is a senior SKOT engineer from ECBC who provides engineering and logistics support services to PM SKOT.