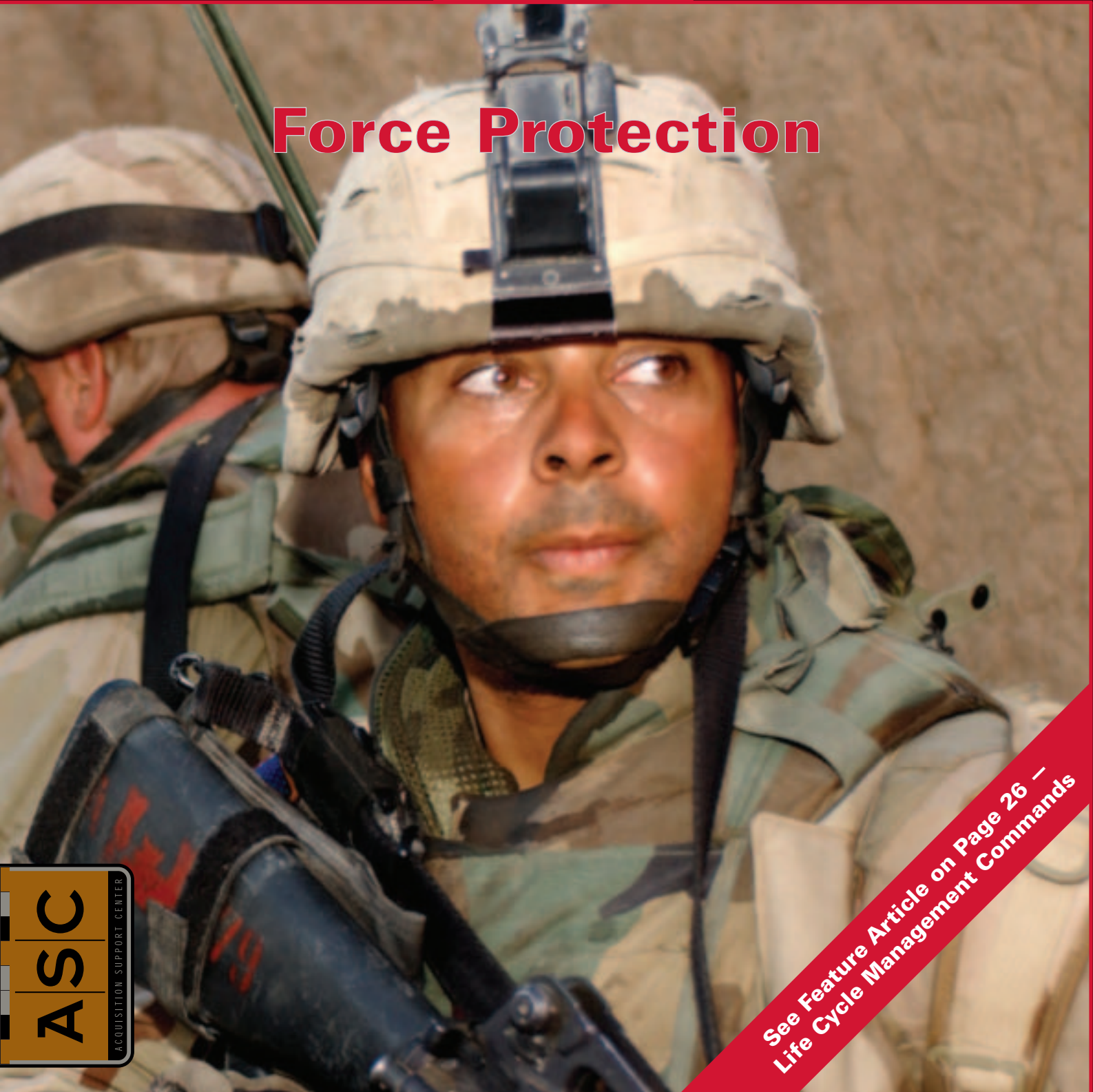


ARMY AL&T

September - October 2004



Force Protection



See Feature Article on Page 26 —
Life Cycle Management Commands

From the Army Acquisition Executive *Protecting the Force by Protecting Information*

Force protection is an awesome responsibility — one that we in the acquisition, logistics and technology community take very seriously. We continue to work very effectively with our sister services and our industry partners to ensure that our Soldiers have the weapon systems and equipment they need to successfully fulfill their missions around the globe and here at home.

Our Rapid Fielding Initiative ensures that all units deploy with the latest available equipment. Likewise, our Rapid Equipping Force works directly with operational commanders in the field to find promising technology solutions for identified operational requirements — at times within hours or days, not weeks or months. We continue to work closely with industry to ensure that our Soldiers have life-saving body armor and that their combat platforms have the ballistic protection required to safeguard them from improvised explosive devices, rocket-propelled grenades and other life-threatening devices. We are doing everything possible to ensure that our Soldiers throughout the world accomplish their missions successfully and decisively, and then return home safely.

As important as all the above are to ensuring the safety of our men and women in uniform, this edition of *Army AL&T* is focused on another aspect of protecting the force. It's centered on the ways that we protect our forces by providing them with the right amount of information, at the right time and the right place to allow rapid decision making for decisive battlefield victory. Information systems are major factors contributing to today's success in the global war on terrorism and in other operations throughout the world. Systems such as the Army Battle Command System, Force XXI Battle Command Brigade-and-Below, Blue Force Tracking and others dissipate the "fog of war" and provide our commanders and their forces with visibility that enables them to execute attacks on the highest payoff targets, at the most opportune times and with the most effective weapons. These systems also enable us to distinguish friend from foe, and allow logistics and supply forces to maintain a constant flow of materiel to our troops.

Throughout history, commanders have sought to leverage information to achieve decisive advantages over their enemies. A profound historical example that comes to mind is Enigma, an electromechanical cipher machine owned by the Germans during World War II. They considered it absolutely impenetrable, even if captured by enemy forces. They were wrong. The Allies' ability to intercept and decode the Germans' messages were major contributing factors to ultimate Allied victory in Europe.

Then, as now, information is power. We know that we must maintain the technological edge over our adversaries not only



in weapons, but also in the way we communicate and exchange information on the battlefield. We must have assured information dominance across the entire spectrum of conflict. Today, our forces are the most aware, most well informed military in history. Our troops can execute a multitude of missions simultaneously and seamlessly with enormous success.

Still, we must ask ourselves, "How do we know with certainty that the information our forces have and use is not being gleaned in some way by adversaries who are determined to hurt American men and women in uniform?" Our adversaries are cunning, resourceful and adaptive. Therefore, we must conclude that information superiority across the battlespace can be fleeting, if we let it be.

Thus, in this Information Age, we must determine how long we should protect information. Do we protect it at all costs? Our current strategy evolved during the Cold War and many now believe that it is time to overhaul our approach to gathering and retaining information. Arguably, we should assume that everyone — most especially our adversaries — either has, or will have, the information we hold.

If we take the approach that the enemy has the information we have, what tactics, techniques and procedures must we use to regain information superiority? If our acquisition process, funding process or sustainment process is impacted, do we continue? At this point, there are as many questions as there are answers. Nevertheless, potentially compromised information is a critical concern for our combatant commanders and their Soldiers.

In the end, we must have 100-percent secure communications capability, and the ability to prevent any adversary from getting inside our databases to manipulate or destroy sensitive information. We are making tremendous progress in information security as our Future Combat Systems' "system-of-systems" move toward highly integrated network-centric operations. Our Soldiers' lives depend on the acquisition community fulfilling its mission to deliver seamless and secure communications connectivity.

I urge you to read the excellent feature articles that follow for new insights into how the Army is maintaining a decisive technological advantage and protecting the force by protecting information.

Claude M. Bolton Jr.
Army Acquisition Executive



ARMY AL&T

September - October 2004

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Blue Force Tracking to Expand Across Force

Timothy L. Rider

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This medium is approved for official dissemination of material designed to keep individuals within the Army knowledgeable of current and emerging developments within their areas of expertise for the purpose of enhancing their professional development.

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Blue Force Tracking to Expand Across Force

Timothy L. Rider

The military services plan to share unit location data better by installing tens of thousands of new systems being used by the coalition to track their deployed forces in Iraq and Afghanistan.

CPL Kevin Hoxworth from Sherman Oaks, CA, sets up the Precision Lightweight GPS Receiver for the Blue Force Tracking System to 7th Marine Regiment S-3 in support of *Operation Enduring Freedom*, Camp Ripper, Kuwait, March 12, 2003. (U.S. Marine Corps photo by GSGT Erik S. Hansen.)

Many of the “knowledge gaps” that have historically contributed to battlefield confusion and fratricide could be eliminated with the new Blue Force Tracking (BFT) systems. But U.S. Army officials are adamant that the new systems be fielded through cooperative efforts between the Army logistics community, the U.S. Air Force and the U.S. Marine Corps.

More than 1,200 BFT systems were installed in combat vehicles, command posts and helicopters for operations in Iraq and Afghanistan.

BFT consists of a computer, satellite antenna and Global Positioning System (GPS) receiver. BFT displays the host vehicle’s location on the computer’s terrain-map display along with other platforms in their respective locations. BFT can also be used to send and receive text messages.

“More than 1,200 BFT systems were installed in combat vehicles, command posts and helicopters for operations in Iraq and Afghanistan,” LTC John Bullington, BFT Product Manager, remarked. “Users from the Army, Marines and United Kingdom praised the system for the clear ‘picture’ of ground forces it provided,” Bullington continued. “They said it saved lives, simplified coordination of units during maneuvers and provided a means of communications when units extended beyond the range of their radios. However, many more Soldiers need the system that haven’t received it yet,” he emphasized.

“When we talked to Soldiers, many said that they needed it installed in higher densities at the company level so that platoon leaders, first sergeants, support units and other key players would have better battlefield awareness,” Bullington remarked.

The decision to install BFT in units designated to deploy to Iraq was made Oct. 20, 2002. When operations commenced 5 months later, Bullington’s team of Soldiers, contractors and Department of the Army civilians had installed the systems at 42 different sites on 3 continents and had provided training.

“Prior to combat operations, we delivered everything that the combatant commander expected of us and everything that was possible given our resources,” Bullington noted. “Now the BFT office has been tasked to install the system on more vehicles, filling many of the gaps Soldiers identified,” Bullington explained. “As a result, more Soldiers will get an opportunity to train with and use this new technology.”

BFT Fielding Goals

Work has already begun on plans to field nearly 40,000 tracking systems for the Army over the next 4 years. “The systems involved in the plans include BFT, the Force XXI Battle Command Brigade-and-Below (FBCB2) system — which uses the same operating software as BFT but with a ground radio antenna rather than satellite antenna — and a smaller, hand-held version of BFT called the Commander’s Digital Assistant,”

FBCB2 Deputy Project Manager Tom Plavcan extolled.

Bullington calls the BFT portion of the plan “touch ‘em in two, and fill ‘em out in four.” Under the plan, all active Army units that are currently without BFT or FBCB2 are scheduled to receive BFT at the same densities used during *Operation Iraqi Freedom (OIF)* within 2 years. Within 4 years, units will be “filled out,” receiving higher densities to include more vehicles within maneuver companies and combat support units.

BFT Meets MTS

Another knowledge gap during *OIF* resulted from logistics and maneuver tracking systems not interfacing. “During *OIF*, supply units and logisticians used the Movement Tracking System (MTS) to locate supply and maintenance vehicles, which is very similar to what BFT does for combat platforms that are equipped with GPS, satellite communications and digital map display,” Bullington said.

“Neither tracking system has previously allowed users to view the locations of, or communicate with, one another, which can complicate linking supplies with the units needing them,” Plavcan explained. “The

reason is that each system was designed independently, one for logisticians, the other for maneuver forces — until now.”

Users from the Army, Marines and United Kingdom praised the system for the clear “picture” of ground forces it provided. They said it saved lives, simplified coordination of units during maneuvers and provided a means of communications when units extended beyond the range of their radios.

A Bradley Fighting Vehicle goes through a traffic control point run by the 82nd Engineer Battalion near Baquba, Iraq, on July 19, 2004. Mature technology will soon allow BFT and MTS data, designed independently, to be viewed on one screen as an integrated system. (U.S. Army photo by SPC James B. Smith Jr., 55th Signal Co., Combat Camera.)



Because of ongoing operations in Iraq and Afghanistan, we've learned the value of this baseline information to other programs. Officials from the Air Force's E-8C Joint Surveillance Target and Attack Radar System program have also expressed interest.

Joint Community Expresses Interest

"At the Joint BFT Situational Awareness Advanced Concepts Technology Demonstration held in Korea last March," Plavcan continued, "personnel were able to integrate data from both systems so that regardless of which system the user viewed, they were able to see the location data from both systems on the display.

Technicians for both systems are taking the lessons and technical applications developed for the demonstration in Korea and plan to apply them to both systems' software and communications architectures worldwide within 4 years," Plavcan remarked.

"Because of ongoing operations in Iraq and Afghanistan, we've learned the value of this baseline

information to other programs," Plavcan pointed out. "Officials from the Air Force's E-8C Joint Surveillance Target and Attack Radar System (JSTARS) program have also expressed interest."

The Air Force's JSTARS product manager invited BFT personnel to fly on a JSTARS aircraft in December 2003 when representatives from both programs discussed how to integrate BFT data into JSTARS.

"JSTARS radar is able to pick up and track ground movements, but it is not



Members of the British Army's 1st Battalion of the Queen's Lancashire Regiment roll down the road while on patrol in Iraq, Oct. 25, 2003. (U.S. Air Force photo by SSGT Scott T. Sturkol.)

always able to determine the type of vehicle or whether the movement was created by a friend, foe or neutral party," Plavcan said. "Integrating BFT data into JSTARS could help eliminate some confusion about what JSTARS is looking at on the ground."

Aside from reporting friendly force unit positions, the BFT computer has a mechanism for reporting enemy force locations and other battlefield conditions using its principal software applications. "Experiments have already been conducted to demonstrate that the data integration effort is technically feasible, but it's too early to say when the effort will be complete," Plavcan reflected.

Blue Force Tracking personnel are also examining how to feed BFT data directly into Air Force communication systems so that pilots can receive

Blue Force Tracking personnel are also examining how to feed BFT data directly into Air Force communication systems so that pilots can receive automatic updates on the locations of ground forces.

automatic updates on the locations of ground forces. One such effort focuses on feeding BFT ground location

data into the communications system used by the Tactical Air Party, the name for the team of Air Force liaisons embedded into ground combat divisions. Another effort focuses on feeding BFT data into Link-16, a tactical data and communications system that links Air Force command centers and aircraft.

"These efforts with the Air Force may give the fast movers better situational awareness and could be a significant factor in reducing air-to-ground fratricide," Plavcan remarked.

"In fact, personnel from the Army and Marines are working together to devise tracking systems for tactical units at brigade-and-below that meet the requirements of both services. The DOD Joint Requirement Oversight

Council will be briefed on the plans in May 2005," Plavcan mentioned.


"The goal of this Joint initiative is to develop a common set of software applications to be used by the Joint services on the ground at the tactical level," Plavcan continued. "Doing so would improve communications and increase situational awareness."

"The Marines primarily use the Mobile Data Automated Communications system to provide situational awareness but installed more than 200 BFT systems during *OIF* so Marine locations would be visible in Army and United Kingdom command centers," Bullington concluded.

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Situational Awareness Improves the FBCB2 Picture

Richard Sparshatt



Many of the ground and aviation platforms in Afghanistan and Iraq are equipped with Force XXI Battle Command Brigade-and-Below (FBCB2) or its satellite, sensor and communications-based variant Blue Force Tracking (BFT). The capabilities and benefits of these systems have been widely reported and praised during *Operations Enduring Freedom (OEF)* and *Iraqi Freedom (OIF)*. This article will discuss how the FBCB2 situational awareness (SA) picture can be improved.

During *OEF* and *OIF*, FBCB2 enabled faster and improved battle command at all echelons.

FBCB2 Capabilities

FBCB2 is the principal digital battle command system at the brigade and unit level. All users are robustly networked via terrestrial and satellite communications. FBCB2 takes a feed from a Position Location Device and displays the platform's position on a digital map or satellite image background. All platforms share their own positions periodically, and so we build a Blue SA picture, which is also provided to tactical operations centers and command centers. The important point is that Blue SA is totally hands-free. Hooking on a Blue icon reveals more detailed information and provides access to a simple text messaging capability to the FBCB2 user. FBCB2 also enables command and control (C2) messages to be sent between it and other systems such as the Maneuver Control System (MCS) and the All Source Analysis System (ASAS). Some C2 messages are about entities on the ground, which FBCB2 exploits to provide SA and a geographic reference

(georef). For example, upon sighting enemy forces, the FBCB2 users generate a SPOT Report — a C2 message that they send to their chain of command. FBCB2 extracts the georef information from the SPOT Report and automatically generates a Red icon, which is then distributed across the network to build the Red SA picture of enemy troop movements or positions. Other C2 messages such as bridge reports; obstacle reports; fire mission messages; nuclear, biological and chemical reports; threat and strike warnings also spawn SA or georef SA.

FBCB2 also interfaces with platform devices and other systems to assist in SA generation. For example, the Laser

Range Finder's Far Target Locate capability enables accurate location information of Red and georef SA, and

nuclear, biological and chemical sensors can autoselect alert messages and autogenerate SA via FBCB2. Hooking on Red or georef SA again reveals more information and enables subsequent management of that information to modify or delete it.

FBCB2's SA automation safety capability is awesome. Blue SA is hands-free, and Red and georef SA is automatically created from C2 messages sent by operators. The FBCB2 user's situational understanding is enhanced when this SA is considered in accordance with the commander's intent and operations plan because FBCB2

For *OEF* and *OIF*, there is no doubt that FBCB2 SA enabled faster and improved battle command at all echelons — for senior leaders at the Combined Forces Land Component Command level and for subordinate commanders.



Marines from the Weapons Co., 3rd Battalion, 6th Marine Regiment, travel through the region in Khowst, Afghanistan. The battalion is conducting vehicle checkpoints and village assessments while maintaining an offensive presence throughout the region in support of *OEF*. (U.S. Marine Corps photo by LCPL Justin M. Mason, 2nd Marine Division Combat Camera.) Inset photo depicts an FBCB2 3-D visualization prototype.



A Soldier demonstrates hooking an icon so that a more detailed description of who or what the icon represents appears on screen. (U.S. Army photo by Mike Roddin.)

enables operations overlays to be displayed along with the SA.

SA Benefits

For *OEF* and *OIF*, there is no doubt that FBCB2 SA enabled faster and improved battle command at all echelons — for senior leaders at the Combined Forces Land Component Command level and for subordinate commanders. It helped them to:

- See U.S. force positions and progress on a map or satellite image.
- Compare force positions to overlays of the overall plan and its control measures.
- Depict the tasks, mission and commander's intent.
- Make or convey decisions to synchronize maneuver and effort.
- Streamline combat support and combat service support (CSS) initiatives.

Better SA resulted in greater lethality, increased survivability, higher tempo operations and a dramatic increase in mission effectiveness. Blue forces become

more confident in their abilities because FBCB2 helped lift much of the fog of war.

Improving SA

As successful as FBCB2 has been in supporting ongoing *OEF* and *OIF* operations, there are still numerous lessons learned that provide room for improvement. These basic questions provide the framework for what FBCB2 must address:

- Where am I?
- Where are my buddies?
- Where is the enemy?
- What else is in my battlespace?

Where Am I?

While FBCB2 SA information sharing is a fundamental component of the network-centric force, it is important to recognize that FBCB2 SA also provides for individual platform navigation needs

as well. There are two aspects to navigation: knowing where you are, and having an accurate representation of the terrain you must traverse. Global Positioning Systems provide very accurate position location, which is then plotted onto the FBCB2 display. In the past, this display has normally been a map, but in Afghanistan and Iraq, it is often better to use satellite imagery background that is cross-referenced against the grid reference system.

As successful as FBCB2 has been in supporting ongoing *OEF* and *OIF* operations, there are still numerous lessons learned that provide room for improvement.

Imagery down to 1-meter resolution provides far more up-to-date ground representation, accounting for new development, battle-damaged infrastructure, the seasons, forestation, crops and population migration. FBCB2 further assists the user through navigation tools that give steering instructions to waypoints. The combination of these capabilities

means that FBCB2-equipped platforms can navigate easily and accurately, even in the most extreme weather and limited visibility situations. Of course, digital vector mapping, imagery and the capabilities of future mapping tool kits will enable commanders and their Soldiers many more ways to view the ground — even in 3-D. This capability is actually available now through an FBCB2 3-D prototype.

Where Are My Buddies?

FBCB2 does a good job of sharing the locations of its users to enable them to see those in their chain of command and anyone else in their battlespace. Of course, there are many systems that provide Blue SA, such as the Movement Tracking System and other systems of the Joint community and our allies. This Blue SA must be made available to all FBCB2 users *and* other systems and users. Currently, many deployed U.S. Forces' sensor systems have little if any capability to identify friendly force locations. Likewise, we must also consider Blue SA level of description and location accuracy. Is it good enough to know that unspecified Blue Force platforms are engaged in an area of operations and get updates every 15 minutes, or do you want to know that 3 Blue tanks, 2 Blue Infantry Fighting Vehicles and 1 Blue Humvee are on a specific road? For FBCB2 users, Blue SA supports synchronization of effort, helps coordinate maneuver and helps prevent fratricide, just to name a few.

While FBCB2 SA information sharing is a fundamental component of the network-centric force, it is important to recognize that FBCB2 SA also provides for individual platform navigation needs as well.

Where Is the Enemy?

Shared Red SA is as important to operational commanders as Blue SA because it enables FBCB2 users to avoid enemy strengths and exploit enemy weaknesses at the local level. FBCB2 also enables commanders to bring to bear networked force power to target and destroy the enemy with long-range precision fires. Currently, most Red SA seen on FBCB2 is provided by other FBCB2 users through "bottom-up" reporting. Very little comes from ASAS. But the real issue is that very little Red SA is seen on FBCB2 at all — very little that is, compared to the amount of platform-level Red SA that must be available.

There are many sensor systems deployed now, and many more will be deployed in the future because of advances being made in unmanned aerial vehicles (UAVs) and ground vehicles. Typically, many new products support the military intelligence collection process to provide commanders enemy assessments. These sensor systems must be fully integrated with FBCB2 in contributing significant data to the Red SA picture to better track in near-real-time enemy platforms. Indeed, if undigitized friendly platforms and neutral platforms can be correlated with sensor tracks, then these systems could be continuously updated as Blue or Neutral SA.

What Else Is in My Battlespace?

FBCB2 georef SA includes minefields, obstacles, bridges, hazards/alerts and CSS supply points. There is so much more information, just as useful, that could be disseminated. For example, given the ongoing operations in Iraq, FBCB2 could display icons representing police stations, hospitals, municipal offices, schools, mosques, telephone exchanges, water treatment plants, oil wells, pipelines, gas stations, sewer systems, culverts and other sites of political, cultural or religious significance.

Georef SA need not be limited to locations only. It could include coverage areas for weapon, surveillance and communications systems. It could include effects of weather on visibility, mobility and other operational considerations. Georef SA could include events such as marches and demonstrations, festivals, soccer matches, state events and the different routes for public transportation and access.

FBCB2 does a good job of sharing the locations of its users to enable them to see those in their chain of command and anyone else in their battlespace.

FBCB2 can potentially store and display a tremendous amount of geographic reference information that can be displayed as SA on a map or satellite ground image. However, there are a few challenges to overcome. First, the sheer volume of new information to be sent over tactical communications might seem daunting to some, but FBCB2 can handle it. Second, will *Military Standard 2525* support such a variety of information, and if it does, will the user be able to understand such a big lexicon of symbols? We can counter this challenge by using more descriptive symbols or "pop-up descriptions" when the cursor is placed over the icon.

A greater challenge, though, is to establish who is responsible for generating and then managing georef SA. Georef SA management will become a Joint endeavor for FBCB2 and the other sensors and systems generating output. However, information management will require G-staff level support from intelligence, operations, logistics, civil military operations and communications. FBCB2 information can be sourced and managed by staff or systems from many echelons of command from battalion to the highest levels. The “source” of SA is of little relevance to local users. They just want to know what is in their battlespace.

SA Linked Information

SA information is more than just icons represented on a map. By hooking an icon, the user can see a more detailed description of who or what the icon represents and can also gain access to other linked information. For example, FBCB2 users might see an icon on their screen depicting a Red tank. Clicking on that Red tank could provide more information about that platform such as type, speed, course, status and support elements. Other information might include images from a UAV or other sensor platform.

One can see that information about the Red tank may have come from many sources. By clicking on a bridge icon, a user might see a photo image, the bridge’s weight limit or the technical specifications from the construction company’s Web site. Likewise, clicking on a media event might show the latest media reports, or clicking on a site of religious importance might provide essential protocol rules.

Clicking on the school might provide the names and contact information of the teachers.

These are varied and quite abstract examples, but they emphasize the kinds of information that could be conveyed as SA via the displayed icon as linked information. In effect, the icons on the map are information windows that can be shaped depending on the user’s role, mission, task, scenario and type of operation, more so probably in military operations on urban terrain.

Clearly the greatest challenge will be establishing who gathers all this information and makes it available via the SA icons. There is huge potential for automated knowledge management capabilities to discover and categorize elements that exist and have a geographic reference, and then discover and categorize information about those things as well.

FBCB2’s true value is its ability to share critical information with all other FBCB2-equipped platforms quickly and accurately. This capability helps leaders visualize their battlespace in terms of friendly and enemy forces, the terrain and other georef information including hazards and graphical control measures. This shared FBCB2 SA enables faster and improved battle command, reduces fratricide, increases survivability among friendly forces and leads to greater combat effectiveness and operations tempo. It enables friendly forces to act inside the enemy’s decision cycle at a pace the enemy can’t match. Blue Force Tracking devices that populate the common operational picture at command posts do not provide the above information

down to unit level. They support the higher level commanders, but do nothing for mounted or dismounted warfighters on the ground.

As we continue to push the limits of our technological capabilities, FBCB2 and other supporting systems must address critical issues concerning managing the distribution of SA to account for bandwidth availability for all users, display filtering and proper identification, security of information and exploitation of SA information to infer knowledge for the user/system. It is hoped that this article has made the reader aware of FBCB2’s awesome capabilities and potential, and that we are only scratching the surface regarding its future contributions to operational effectiveness.

FBCB2’s true value is its ability to share critical information with all other FBCB2-equipped platforms quickly and accurately.

RICHARD SPARSHATT is a Senior Systems Engineer at Agile Communications and he supports Program Manager FBCB2. He retired from the British Army as a lieutenant colonel in 2001 and was previously employed as an Exchange Officer in PM FBCB2 since 1997. Sparshatt has a B.S. in applied science and an M.S. in information systems design, both from Cranfield University.



CPL James Robinson, a communications operator with Alpha Co., 579th Engineering Battalion, contacts the headquarters element, while other company members perform a house search during *Operation Grizzly Forced Entry*, Aug. 21, 2004. (U.S. Air Force photo by TSGT Scott Reed, 1st Combat Camera.)

APM KICC Rapidly Builds Global Information Grid in Iraq

Stephen Larsen and Ralph Meacham

Somewhere in Iraq, there's a convoy awaiting dispatch from a command center or supply depot. Outside Baghdad, a patrol is awaiting final coordinating instructions before sweeping the northeast sector of the city. A terrorist bomb detonates, killing 12 Iraqi civilians. And commanders on the ground worry constantly about force protection issues for their Soldiers. Whether coordinating supply deliveries, providing ongoing patrol operations/force protection or just sharing the latest

news and information, the tools of battle command — the capability to send and receive e-mail messages/video images or to make phone calls — greatly enhance the success of these actions. U.S. and coalition forces now have these capabilities thanks to the rapid fielding of information infrastructure improvements under the Army's Kuwait Iraq Command, Control, Communications and Computers (C4) Commercialization (KICC) project.



Some of the team implementing the KICC project (clockwise, from lower left): COL Lee Price, PM DCATS; Alan Church, contractor with Information Systems Support; LTC John Saenz, Liaison Officer with CFLCC; Pete Cryan, contractor with Lockheed Martin Corp.; LTC Joseph Schafer, APM KICC; (center) Betsy Hermes, Army Materiel Command Communications Security Logistics Activity. (U.S. Army photo.)

Since being established in June 2003, the Army's Assistant Project Manager (APM) for KICC has rapidly moved to establish the Global Information Grid (GIG)-compatible information infrastructure and bring commercial C4 systems to support both expeditionary and enduring presence requirements.

Leading the Communications 'Fight'

The KICC project is based on the 335th Theater Signal Command leadership's vision, which its Commander, MG Lowell Detamore, said is leading the communications fight as a deployed C4I enabler, providing battle command, requirements validation and engineering support as well as direct coordination and prioritization of warfighter communications resources.

"Our commercialization efforts provide reliable networks to our Army at war and represent one of the largest projects ever undertaken by a Theater

Signal Command," explained Detamore. "The end-state objective is to reduce the tactical signal force structure while increasing C4 connectivity, data throughput and global reach. Simultaneously, we are enhancing responsiveness and 'up-gunning' our total coalition, Joint and expeditionary communications capability, from echelon-above-corps to the fox-hole," he said.

Detamore stated that APM KICC's efforts represent a part of his command's goal of a "single PM" for its enterprise network as the Coalition Forces Land Component Command (CFLCC)/U.S. Army Forces Central

Command (ARCENT) portion of the U.S. Central Command's (CENTCOM) GIG joint enterprise, supporting U.S. and coalition land forces "on the tip of the spear in Southwest Asia."

Driving the KICC project are requirements from CFLCC, Third U.S. Army/ARCENT and CENTCOM. The original requirements document called for commercializing 169 C4 nodes in Kuwait and Iraq, which were needed to provide commercial Defense Information System Network services down to brigade/battalion level operating from longer-term base camps.

"Our intent was to allow redeployment of selected tactical communication units and equipment and to provide increased communications capability in Kuwait and Iraq," re-

marked COL Mike Bianchi of the CFLCC Deputy C-6 (Project Coordination Cell). "We have made good progress with allocated funds to directly relieve selected tactical signal units and have begun to enhance theater network and services at longer-term bases in Iraq. We're looking forward to continuing our efforts as the Army allocates additional funds."

Toward that end, CFLCC C-6 has instituted a process to better synchronize its commercialization efforts by organizing into four C4 Battle Operating Systems (BOS): operations, engineering, resources and operations and maintenance (O&M).

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“These four areas are synchronized each week based on the specific sites of interest,” Bianchi continued. “APM KICC is represented in the Resources BOS, but is tied to its overall commercialization effort in CFLCC for all C4 BOS. The CFLCC Deputy C-6 (Project Coordination Cell) is leading this synchronization effort.”

APM KICC Team ‘Hit the Ground Running’

LTC Joseph Schafer, APM KICC for the PM Defense Communications and Army Transmission Systems, said his team hit the ground running in Southwest Asia.

“Within 60 days of receiving acquisition approvals, we expedited C4 equipment delivery to the theater, which was the first step toward relieving deployed signal units,” said Schafer. “This expedited communications support relieved approximately a brigade’s worth of commercial C4 capabilities for the theater including satellite, microwave, telephone switching and multiplexing systems.”

Schafer expected to complete this project’s phase by September 2004, and points out that it’s already reaped benefits in relieving hundreds of tactical signal brigade Soldiers — the equivalent of two signal battalions — so they could be redeployed for other missions.

On Feb. 18, 2004, the bulk of the 11th Signal Brigade Thunderbirds returned home and uncased their colors in front of a large, joyful crowd of family and friends at Fort Huachuca, AZ, despite the Soldiers having arrived home shortly after midnight. “These Soldiers had served as the local ‘Ma Bell’ for U.S. and coalition forces in Iraq, manning all of our telecommunications equipment there,” Schafer explained. “That’s kind of like swatting a

fly with a sledgehammer. These Soldiers have unique, highly specialized capabilities that the Army needs employed elsewhere.”

Schafer said that concurrent with the expedited equipment delivery, APM KICC continued the planning and engineering support for infrastructure capability improvements at major enduring presence locations in both Kuwait and Iraq. These efforts will put into place in Iraq a 155-megabit-per-second terrestrial transmission network and associated terminating multiplexing systems that will approximately double the existing intratheater transmission capacities

These telephone capabilities will provide an approximately 80-percent increase in phone capacity within the next 12 months, with potential to triple subscriber service capacities.

among major headquarters locations — at significantly reduced recurring costs compared to satellite systems currently supporting these users.

APM KICC is also managing the implementation of commercial-based battle command-capable telephone systems and associated cable plants, supported by the PM for Defense Communications and Army Switched Systems (DCASS), to provide the connectivity’s “last mile.” “These telephone capabilities will provide an approximately 80-percent increase in phone capacity within the next 12 months,” said Schafer, “with potential to triple subscriber service capacities.”



SGT Tim Murdoch of the 11th Signal Brigade Thunderbirds returns home to his wife Melanie and daughter Paige. (U.S. Army photo by SGT Kristi Jaeger.)

Coalition Network Meets Requirements of TCA

APM KICC is delivering a network for coalition forces that will meet Transformational Communications Architecture (TCA) requirements — an overall joint communications concept that aims to provide data connectivity to all echelons of the force through the Coalition Multinational Division Network (CMN).

“The CMN is another noteworthy example of leveraging commercial C4 technical solutions to meet operational user needs,” Schafer explained. “The network employs a Time Division Multiple Access/Demand Assigned Multiple Access solution that will provide coalition partner units with a robust voice and data network — permitting both legacy analog and digital services to operate seamlessly across the same network and provide end-to-end interoperability capabilities across the GIG.”

“Our employment of bandwidth-on-demand technology and network management capabilities will significantly reduce recurring costs for both bandwidth and O&M services,” Schafer continued, “compared to costs associated with current hub-spoke technical solutions.”

Schafer further noted that APM KICC’s success in bringing together industry and other supporting project managers — such as PM DCASS, along with the PM Warfighter Information Network-Tactical and the PM

Tactical Radio Communications Systems — to provide comprehensive commercial C4 services has garnered significant interest from other users needing similar capabilities. APM KICC is providing multiplexers, telecommunications switching systems, Deployable Ku-Band Earth Terminals and technical control facilities at various locations in Iraq for the U.S. Marine Corps.

APM KICC’s large in-theater presence of more than 100 Soldiers, civilians and contractors with expertise in project management, engineering, logistics and implementation personnel, located at four facilities in Kuwait and Iraq, makes this service support possible. Among the critical players are the U.S. Army Communications-

Electronics Command, the U.S. Army Information Systems Engineering Command (ISEC), Computer Sciences Corp., Galaxy Scientific Corp., Information Systems Support, Signal Solutions and Lockheed Martin Corp.

“We’re bringing the other PMs and users the ability to quickly leverage the KICC in-theater presence,” Schafer mentioned. “Our goal is to provide the Army, coalition and Joint communities with a stable, cost-efficient, interoperable and sustainable C4 system that will minimize stovepipe systems in-theater and greatly lower recurring life-cycle costs.”

“Our Soldiers, Marines and civilians are dedicated members of a vital team, leading the way as part of Army transformation to coalition, Joint, network-centric, interoperable, knowledge-based warfare. Our goal is not just information superiority, but decision superiority for the warfighter,” Detamore concluded.

Our Soldiers, Marines and civilians are dedicated members of a vital team, leading the way as part of Army transformation to coalition, Joint, network-centric, interoperable, knowledge-based warfare. Our goal is not just information superiority, but decision superiority for the warfighter.

STEPHEN LARSEN is the Public Affairs Officer, Program Executive Office for Enterprise Information Systems at Fort Monmouth, NJ. He has more than 20 years’ experience writing about Army systems. Larsen has a B.A. in American studies from the College of Staten Island of the City University of New York.

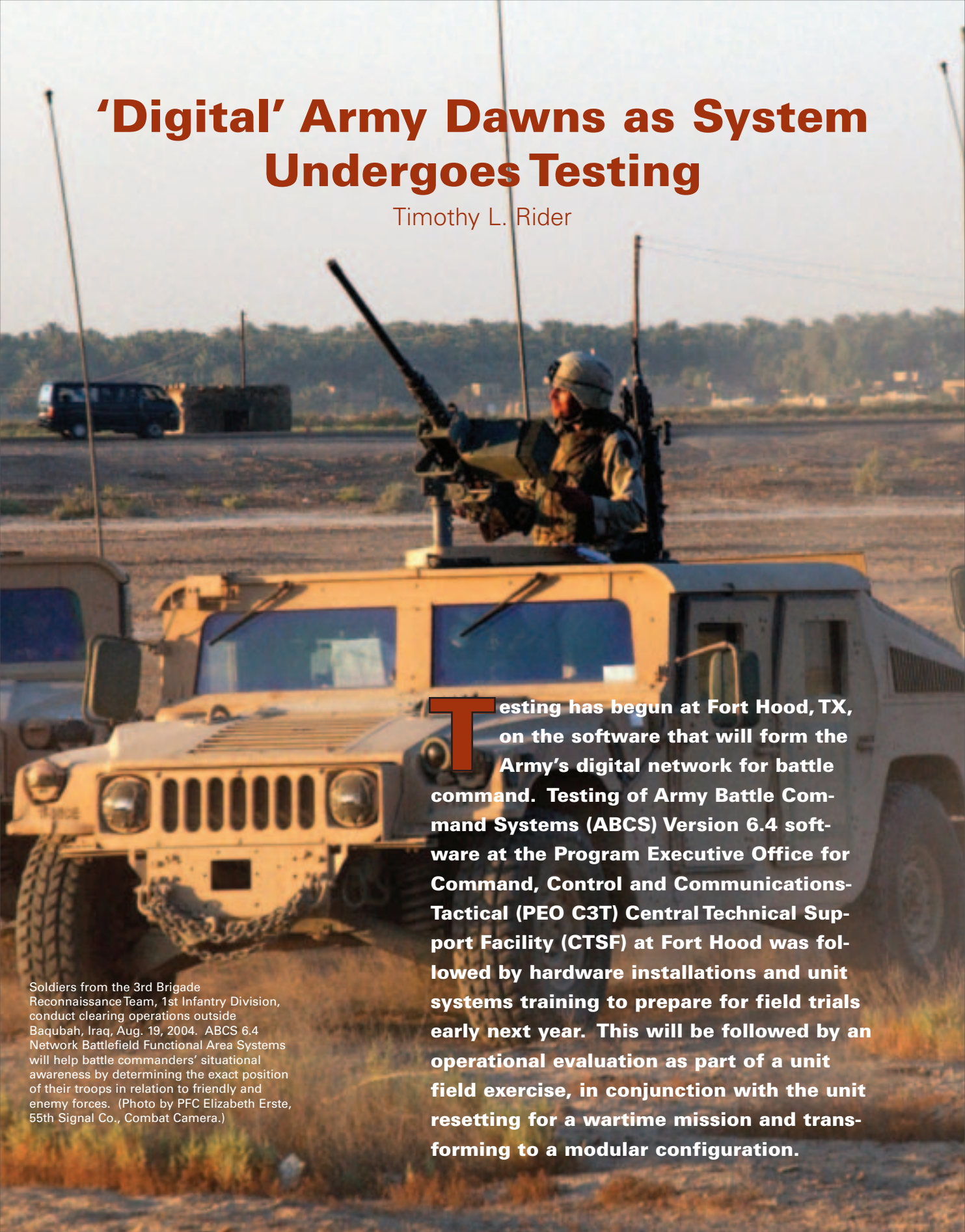
RALPH MEACHAM is a U.S. Army ISEC employee matrixed to APM KICC as the Deputy APM for Advanced Planning. He holds a B.S. in electronic engineering from California Polytechnic State University. He has more than 28 years of service performing echelon-above-corps and sustaining base communications engineering and O&M functions in the Active Army, civil service, U.S. Army Reserve and Delaware National Guard.



A Soldier from Alpha Co., 1st Battalion, 14th Infantry Regiment (Light), 25th Infantry Division out of Schofield Barracks, HI, watches for enemy movement while his unit conducts search and seizure operations on Oct. 1, 2004, and Iraqi forces launched *Operation Baton Rouge*, a major offensive against the anti-Iraqi forces inside Samarra, Iraq. (U.S. Army photo by SSGT Klaus Baesu.)

'Digital' Army Dawns as System Undergoes Testing

Timothy L. Rider



Testing has begun at Fort Hood, TX, on the software that will form the Army's digital network for battle command. Testing of Army Battle Command Systems (ABCS) Version 6.4 software at the Program Executive Office for Command, Control and Communications-Tactical (PEO C3T) Central Technical Support Facility (CTSF) at Fort Hood was followed by hardware installations and unit systems training to prepare for field trials early next year. This will be followed by an operational evaluation as part of a unit field exercise, in conjunction with the unit resetting for a wartime mission and transforming to a modular configuration.

Soldiers from the 3rd Brigade Reconnaissance Team, 1st Infantry Division, conduct clearing operations outside Baqubah, Iraq, Aug. 19, 2004. ABCS 6.4 Network Battlefield Functional Area Systems will help battle commanders' situational awareness by determining the exact position of their troops in relation to friendly and enemy forces. (Photo by PFC Elizabeth Erste, 55th Signal Co., Combat Camera.)



An infantry Soldier from the 1st Battalion, 5th Cavalry Regiment, dismounts from a Bradley Fighting Vehicle during a cordon and search mission in White Gold Village in Baghdad, Iraq, April 20, 2004. (U.S. Army photo by PFC Bryan D. Kincade.)

“With our Army fighting a war, keeping the peace, deterring aggression, providing humanitarian assistance around the globe and undergoing major transformation, it is clearly not business as usual,” remarked COL Harold Greene, the Army Program Manager for Ground Combat Command and Control Systems and “trail boss” for the ABCS 6.4 program.

“Our goal is to have ABCS 6.4 certified early next year and then field it to the entire Army with priority going to units slated for deployment to Iraq and Afghanistan,” Greene continued. “The Chief of Staff of the Army directed we field ABCS 6.4 to the Active Army and all rotating units within 4 years. We’ll fill out the remaining units following that.”

“ABCS 6.4 enables information dominance and the focus is on fielding a ‘good-enough’ capability now to deploying units, and spiraling technology in as it becomes available,” Greene explained. “Further spirals down the road can include Joint mission planning, Joint

and coalition interoperability and collaborative enhancements as we move toward the future battle command. Technology will spiral in from the Future Combat Systems program as well as Joint programs.”

Program completion will make the Army a fully digital fighting force with all combat units operating with a new version of the digitally networked operating environment already familiar to Soldiers in the 4th Infantry Division (4ID), 1st Cavalry Division and Stryker Brigade Combat Teams (SBCTs). Delivery of ABCS 6.4 includes communications gear, computers, ancillary items, new software or software upgrades. Generally, units will receive training when the equipment or upgrades are provided.

“Soldiers using ABCS 6.4 will see analog tactical operations centers (TOCs) characterized by acetate-covered paper maps replaced with digital TOCs with computer-generated displays,” explained Carol Wortman, Lead Software Engineer for the Maneuver Control System for the U.S. Army Communications-Electronics Command at Fort Monmouth, NJ. “What Soldiers see in a digital TOC will be just the front-end of a complex system,” Wortman continued. “Behind the computer screens lies a network with tentacles reaching out to much of the information, combat power and support within a theater of operations.”

“ABCS 6.4 will help Soldiers connect,” Greene said. “It provides a capability to plan and coordinate actions very rapidly. The network also extends into the Joint realm so it’s possible to coordinate more closely with the Air Force, Navy and Marines during all phases of operations. It is moving in the right direction of providing a fully networked

battle command capabilities bridge from the Current to Future Force and enables interdependent network-centric operations with unprecedented situational awareness,” Greene explained.

ABCS consists of 11 command and control (C2) systems interoperating together with supporting infrastructure to provide a single C2. Thus, ABCS is often called a system-of-systems (SoS). Systems within ABCS support Soldiers specializing in battlefield functional areas such as fire support, logistics or intelligence. Each battlefield functional area system aids in planning, coordinating and executing operations by providing access to information from the network accompanied by computer-automated support.

Prior to 1995, several independent projects tried to leverage the rapid growth in Internet-related technologies by developing systems that could improve capabilities in battlefield functional areas. ABCS evolved from an effort to join those developing systems into an SoS where the systems are further developed and networked using communications equipment to allow information sharing among all operating systems.

The ABCS systems engineer, PEO C3T, headquartered at Fort Monmouth, began working with the U.S. Army Training and Doctrine Command and elements of the 4ID at Fort Hood to develop ABCS in 1995. Development continued with designated units in III Corps and the SBCTs. Development and maturation of ABCS had been scheduled to continue, but only within the so-called digital units.

“We had planned to test ABCS Versions 7, 8 and 9 starting in October 2002,” Greene said. “Then we got caught up in *Operation Iraqi Freedom (OIF)*. Now, we’ve shifted our focus from developing ABCS in just the elite, ‘digital’ units, to fielding a good capability to the whole Army as soon as possible,” Greene commented.

Much of the development effort behind ABCS 6.4 was focused on improving interoperability between the different ABCS and on applying lessons learned about digital battle command from operations in Iraq. Just months before combat operations commenced in Iraq, units designated to deploy either had ABCS already, had existing digital capabilities or had



Software engineers Stephen Pinizzotto (left) and Edward Dooley examine a display of Maneuver Control System Version 6.4 spread across two monitors at the Software Engineering Center, Fort Monmouth, NJ. The engineers were preparing the computer code to be sent to the Central Technical Support Facility at Fort Hood, TX, for testing MCS within ABCS. (U.S. Army photo.)

digital battle command systems added or updated to join in the confederation of systems under the Coalition Forces Land Component Command.

“The systems weren’t all interoperable, but we made it work,” Greene exclaimed. “The systems used during *OIF* were tested together at the CTSF prior to deployment in a manner similar to how ABCS 6.4 will be tested.”

To conduct the tests, a realistic ABCS network model was set up in a facility at the CTSF and simulations of actual operations were run through the various systems. The simulations were fed slowly at first and then at increasingly higher rates. When glitches were found, onsite development/technical staffs developed solutions on-the-spot. The process continues in what is called a ‘test-fix-test cycle’ until the system proves highly stable.

The CTSF places Soldiers, the requirements community, material developers, product managers, industry, software programmers, engineers, technicians, the test community, trainers and systems in

one facility so the cycle can continue with all the necessary support on hand. The biggest difference between previous ABCS versions and ABCS 6.4 is that, comparatively, Version 6.4 is much easier to set up and configure so that its battlefield functional area systems will interoperate. “A lot of times the interoperability was there, but because Soldiers couldn’t set it up, they said the interoperability didn’t work,” Wortman reflected.

ABCS Version 6.4 will also have an important new feature called the ABCS Information Services (AIS) Server, which provides a publish-and-subscribe capability with state-of-the-art enabling technologies commonly used on the commercial Internet. AIS will make ABCS 6.4 network centric and user-friendly, allowing for greater horizontal integration among ABCS and interoperability outside the Army. This opens the door for interoperability with the other services and with coalition forces. Publish-and-subscribe services also begin the migration to network-centric battle command. “An important aspect of digital battle

command is called the common operational picture,” Wortman explained. “It is formed with all the information about the changing conditions of operations that is shared on the ABCS network using publish-and-subscribe services.

“Since the ABCS network holds much more information than any one decision maker actually needs to function, a mechanism is required that allows users to access the information they need and to have it provided automatically,” Wortman acknowledged. “With the new feature, users can subscribe to a particular area of interest, and the system will automatically send any new related information,” Wortman concluded.

TIMOTHY L. RIDER is the Media Relations Officer for Fort Monmouth, NJ. He served for 8 years in the Army as a Public Affairs Specialist/Photojournalist, and has completed requirements for a B.S. in liberal studies through Excelsior College.

ABCS 6.4 Network Battlefield Functional Area Systems

Advanced Field Artillery Tactical Data System (AFATDS). Plans and controls fires and effects.

Air and Missile Defense Workstation (AMDWS). Used for planning, control and execution of air and missile defense.

All Source Analysis System (ASAS). Used for intelligence operations and analysis, it places battlefield intelligence from Soldiers and sensors on the same network.

Battle Command Sustainment Support System (BCS3). Provides logistics and supply information for planning and control.

Digital Topographic Support System (DTSS). Used for terrain mapping and analysis.

Force XXI Battle Command Brigade-and-Below and Blue Force Tracking (FBCB2 and BFT). Provides maneuver planning below brigade level and situational awareness for the entire theater.

Global Command and Control System – Army (GCCS-A). This is the Army’s strategic and theater command and control system and Army interface to Joint systems, division and above.

Integrated Meteorological System (IMETS). Provides for weather analysis.

Integrated System Control (ISYSCON). Provides for communications system network management, control and planning.

Maneuver Control System (MCS). Supports command staff in planning, preparation and execution of battle from corps to battalion.

Tactical Airspace Integration System (TAIS). Provides airspace planning, control and deconfliction.

BCS3 provides commanders a current view of logistics on the battlefield. (Photo courtesy of DOD.)

BCS3 Provides Actionable Logistics Information to Battlefield Commanders

LTC Joseph A. Grebe and Jennifer M. Chait

A key aspect of successfully managing a program is delivering the product ahead of schedule and under cost while still meeting the customer's intended needs and time-frames. An example of such a program is the Battle Command Sustainment Support System (BCS3). Over an 8-month period beginning in August 2003, the BCS3 team — led by the U.S. Army Training and Doctrine Command Systems Manager (TSM) — began all-out restructuring to turn around a program that was not meeting user needs, was over budget and behind in production. This article reviews how the BCS3 program was made competitive and is currently being fielded to meet operational needs as part of the overarching Army Battle Command System (ABCS) architecture.

System Overview

Logistics support systems must meet current warfighting requirements and provide a bridge to the Army's Future Force capabilities. BCS3 is a technology insertion program that does this, using a 6-pound, portable laptop computer that provides speed and accuracy to commanders, and is the Army's maneuver sustainment command and control (C2) system at all echelons for maneuver sustainment support, fusing (for the first time), sustainment, in-transit and force data to aid commanders in making critical battlefield decisions.

Now, commanders can see a thorough logistics picture of the battlefield using BCS3's map-centric display to plan, rehearse, train and execute all missions on one system.

Now, commanders can see a thorough logistics picture of the battlefield using BCS3's map-centric display to plan, rehearse, train and execute all missions on one system. More importantly, they no longer have to carry disks around on the battlefield to move data from classified to unclassified systems. They can now operate on both types of networks with a Secure Guard.

Before, Soldiers and commanders had to use a 942-pound Unix-based system that was not user-friendly and did not meet user needs for a thorough logistics

picture. Now, BCS3 provides operators the complete logistics picture in the form of a "running estimate" of combat power, integrating and displaying in a single view the logistics com-

mon operating picture (LCOP). BCS3 is being fielded to Army units in Iraq to replace the now obsolete Combat Service Support Control System (CSSCS). BCS3 also represents a major step forward in acquisition innovation, coupling spiral development and end-user feedback in its design.

Defining a New Capability

The CSSCS's inadequacies became painfully clear in preparing for *Operations Enduring Freedom (OEF)* and *Iraqi Freedom (OIF)* in fall 2003.

Reprioritization in the Army's acquisition, technology and logistics areas, as well as the expansion of commercial-off-the-shelf (COTS) hardware usage made CSSCS obsolete. The Product Manager, LTC Joseph A. Grebe, took over the program and conducted a

series of overarching technical and business process reviews. Charged with creating a technology insertion to the CSSCS, the BCS3 began in earnest. Grebe was tasked with creating an integrated logistical and maneuver sustainment C2 system — dubbed the fusion center — to support all echelons' desired logistics functions. BCS3 would provide the running-estimate logistics for a system designed to provide critical, real-time information to warfighters and combatant commanders.

BCS3 Achieves 'Good-Enough' User Acceptability

While working to achieve running-estimate objectives, the team had to redirect its technical focus when the Combined Arms Center commander effectively changed the Operational Requirements Document to the good-enough standard. The term good enough refers to capabilities required by the Current Force, specifically: friendly locations, current enemy



BCS3 provides a map-based display of what is available and what the future status will be, answering the questions: What can I bring to the fight? Where are my parts? Can I logistically support the mission? What's the status of critical resources? (Photo courtesy of DOD.)

situation (intelligence, surveillance and reconnaissance as well as intel sensors), running estimate (current combat power/future combat power/Commander's Critical Information Requirement/Battlefield Operating Systems staff estimates) and graphic control measures, fragmentation orders, commander's situation reports and the fire support coordination measures and capability overlays. BCS3 has used a broad concept laid out by Army Chief of Staff GEN Peter J. Schoomaker and turned his vision into an acquisition strategy and performance benchmark.

The benchmark incorporates findings from *OEF/OIF* and requires that commanders have a functioning, standardized and interoperable battle command system that will satisfy their C2 requirements across the spectrum of conflict for the next 10 years. Most importantly, the good-enough standard has allowed the BCS3 team to streamline the software insertion process. Without having to perfect the system before actual testing, the team has cut the development timetable from several years to less than 8 months. The PM also cut costs significantly by operating with 39 percent less government and contractor staff, reducing total life-cycle costs by 28 percent.

Acquisition Streamlining Innovations

To transform BCS3 into a combatant user-acceptable asset, the PM implemented an acquisition strategy based on spiral development and required extensive, but efficient, acquisition discipline. Working closely with his TSM, the PM conducted extensive market surveillance and targeted research and discovered a COTS small-business software product capable of providing CSSCS-like information on a laptop

platform using a Microsoft® Windows-based application. Recognizing the instant utility and future scalability of this product, the PM directed his primary software developer to become the lead systems integrator (LSI) and to subcontract with and integrate the small-business software into the BCS3 product. He effectively managed this "high-risk, directed sub" approach to produce a significantly smaller (.08 ft³), lightweight (6 pounds), integrated laptop-based product that users find "friendly" and combatant commanders characterize as "highly useful." In addition, the Army reduced the cost from \$56,000 for a hardware system to \$3,000 for an increased capability on a commercial laptop.

Financial Management

The newly assigned BCS3 PM started the project with no accurate or replicable means to monitor and forecast fiscal

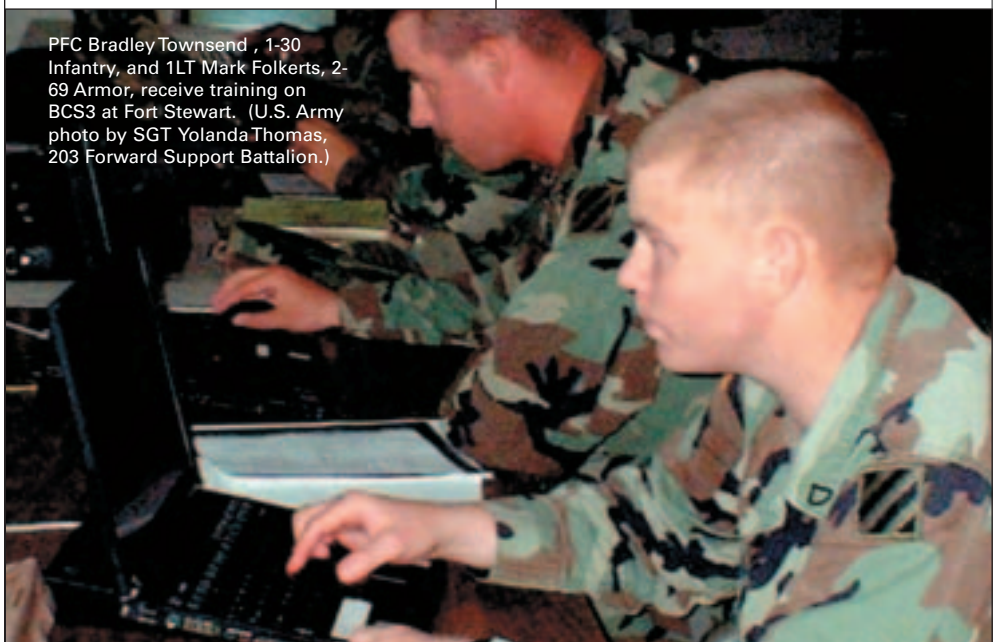
resources. His team immediately took action to create an accurate and complete product cost model. To do this, he directed his LSI and software developer to provide a means to facilitate the product management office's ability to monitor product schedule and technical compliance as a function of cost incurred. Within 4 months in late 2003, the BCS3 team had developed a legitimate cost model based on actual costs incurred by government, support contractor and product contractor organizations. The PM insisted that his LSI apply strict acquisition discipline to a product whose time and materials contract traditionally required little. His insistence on receiving Earned Value Management System-like data allowed him to restore his product to a high level of performance within a compressed schedule.

Looking Toward the Future

BCS3 is conducting certification testing at Fort Hood, TX. An early software version that does not operate

BCS3 provides operators the complete logistics picture in the form of a "running estimate" of combat power, integrating and displaying in a single view the logistics common operating picture.

PFC Bradley Townsend, 1-30 Infantry, and 1LT Mark Folkerts, 2-69 Armor, receive training on BCS3 at Fort Stewart. (U.S. Army photo by SGT Yolanda Thomas, 203 Forward Support Battalion.)



on full ABCS architecture started fielding to the 3rd Infantry Division (3ID) in June 2004 at Fort Stewart, GA. The fielding of the ABCS good-enough BCS3 version will begin in FY05 starting with units from the 4th Infantry Division. The II Marine Expeditionary Force is also training on BCS3 prior to its deployment, highlighting BCS3's value as a Joint system.

Applying lessons learned from CSSCS and LCOP, BCS3 provides assured Soldier support through speed and accuracy, giving commanders a current battlefield view coupled with the logistics positioning of what materiel is available and what future distribution should be. BCS3 has immediate, high-payoff benefit to warfighters and will provide commanders with additional capabilities as the technology is further matured. BCS3 links operational

planning to logistics status and provides a tool kit that will support commander decision support before, during and after combat operations. Through careful management, development creativity and teamwork, BCS3 has managed to transform a "dead-on-arrival" system into a dynamic warfighting tool. BCS3 represents the Army's best in terms of acquisition process and procedures, cost management and product development.

LTC JOSEPH A. GREBE is PM BCS3.

He has a B.A. in legal administration from the University of West Florida as well as an M.S. in computer information systems and an M.A. in acquisition management from Webster University. He is a graduate of the Defense Systems Management College's Advanced Program Management Course, the Executive Program Manager's course, the Materiel Acquisition Management Course

and the Army Command and General Staff College. An Army Acquisition Corps member, Grebe is Level III certified in contracting and program management.


JENNIFER M. CHAIT has extensive experience planning and implementing communication strategies for military, political and municipal programs and currently supports the BCS3 team in communications. She has a B.A. in international affairs from The George Washington University and an M.P.A. in public policy from George Mason University.

Acquisition Trivia

Abraham Lincoln commonly ordered various Army officials to report on the effectiveness of new weapons, which he learned about because inventors wrote to him in the White House.



HM1 FMF(SW) Eric C. Conded, 339th Eng. Det. (FF), carefully fills up a tanker with mogas so the Crash, Fire and Rescue Crew can feed the inferno that blazes in the fields of Marine Corps Air Station Al Asad, Sept. 3, 2004. (U.S. Marine Corps photo by LCPL William L. Dubose III.)

A soldier in camouflage uniform and a green cap is holding a small, white, V-shaped UAV (Raven) in front of a large green military vehicle. The vehicle has the number '1016' on its side. In the background, there are other military equipment and structures.

At the Acquisition Senior Leaders' Conference, Aug. 9-12, 2004, LTC Andrew R. Ramsey, Product Manager (PM) for Ground Maneuver UAV Systems, demonstrated the Raven used for launch training. (U.S. Army photo by Mike Roddin.)

Raven Flies Into Action

Curt Biberdorf

Ground troops in company-size or smaller units are getting help from above with an emerging class of unmanned aerial vehicles (UAVs) compact enough to be carried in rucksacks.



LTC Andrew R. Ramsey, PM for Ground Maneuver UAV Systems, sends a Raven used for training into flight. (U.S. Army photo by Mike Roddin.)

The stealthy Raven, developed by the U.S. Army Soldier Systems Center, Natick, MA; U.S. Special Operations Command's (USSOCOM's) Special Operations Acquisition and Logistics; and AeroVironment Inc., Monrovia, CA; is among the latest in small UAVs that give Soldiers a bird's-eye view of the battlefield for beyond-line-of-sight reconnaissance and surveillance. The Raven resulted from the Military Operations in Urban Terrain Advanced Concept Technology Demonstration (MOUT ACTD) intelligence gathering and dissemination requirement.

The demonstration sought to improve operational effectiveness of Soldiers

and Marines operating in urban and built-up areas through integration of advanced technologies and associated tactics, techniques and procedures (TTPs).

From MOUT ACTD, we had constant interaction with Soldiers. They're the real designers. We always kept it focused on small and simple.

Among the candidates of commercial products, the Pointer UAV from AeroVironment Inc. was selected during a 1998 market survey. With the completion of MOUT ACTD in 2002, the ACTD and Urban Technology Office at Natick transitioned to the USSOCOM-sponsored Pathfinder ACTD. This was done in an effort to integrate unattended ground vehicles, UAVs and smart sensors into a mobile, self-forming network, which would provide enhanced situational awareness,

command, control and communications to commanders and assault forces during urban reconnaissance.

Raven, introduced last year, gets its roots from Pointer and was developed from the MOUT and Pathfinder ACTDs. "Up until MOUT ACTD, UAVs were used as a strategic asset at higher echelons," said Andy Mawn, ACTD and Urban Technology Program Manager. "The first breakthrough was that we could make them for light infantrymen. The second came when the technology matured sufficiently to operate a UAV of that size."

"We understand Soldiers at the dismounted infantry level," Mawn added, explaining how his office became involved with aircraft. "From MOUT ACTD, we had constant interaction with Soldiers. They're the

real designers. We always kept it focused on small and simple.”

The Raven adopts the same basic design and function as the Pointer, but in the smaller package that Soldiers wanted. The aircraft’s wingspan was reduced from 9 to 4 1/2 feet and its

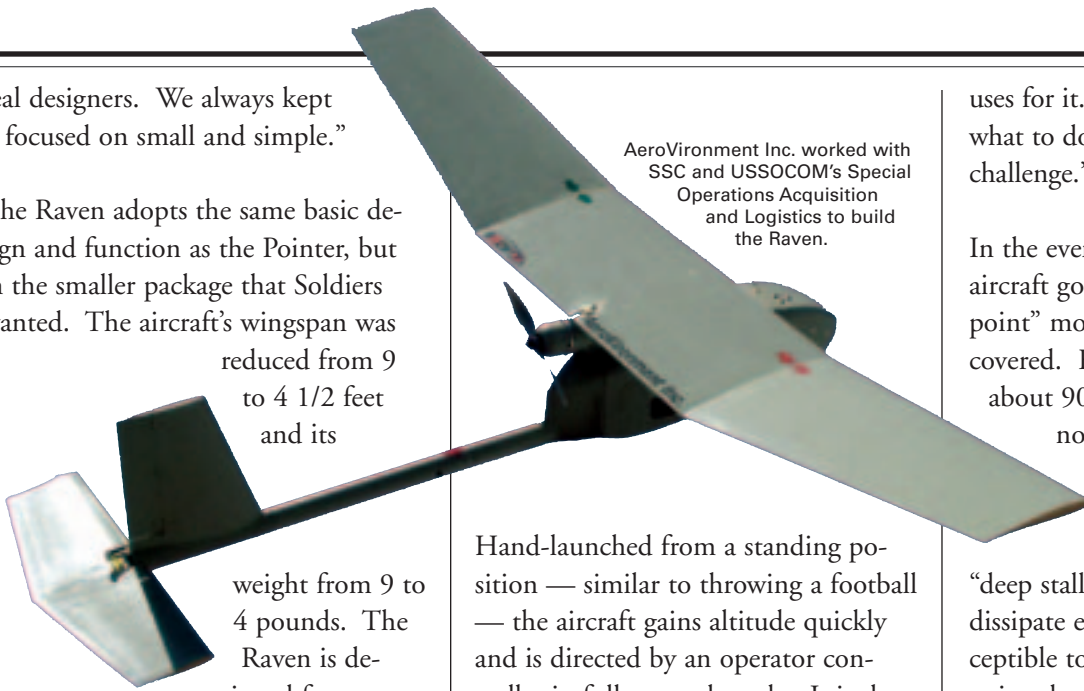
weight from 9 to 4 pounds. The Raven is designed for two

operators, a pilot and mission controller, although one operator is possible. It is deployed with four to six troops who can share the equipment load and secure the perimeter. Other components in a Raven package are the ground control unit, video display terminal or laptop monitor, and batteries totaling about 30 pounds.

“Soldiers are learning that the Raven is worth the extra weight. You know they like it when they’re willing to carry it without being ordered,” said Susan McKinney, Deputy Program Manager, ACTD and Urban Technology.

The aircraft is assembled in less than 3 minutes using plastic clips to fasten seven gray modular Kevlar® composite pieces stored in two cases. Depending on the mission, the aircraft’s detachable nose carries a daytime video camera with simultaneous front and side view, an infrared video camera with front view or infrared video camera with side view.

AeroVironment Inc. worked with SSC and USSOCOM’s Special Operations Acquisition and Logistics to build the Raven.



Hand-launched from a standing position — similar to throwing a football — the aircraft gains altitude quickly and is directed by an operator controller in full-manual mode. It is then steered left or right at a constant altitude in the semiautonomous mode or

completely controlled free of any operator input in the autonomous mode. Powered by a single propeller connected to a direct-drive electric engine, the aircraft’s advanced avionics steady the flight while a Global Positioning System and electronic compass provide redundant navigation systems in case one fails. The ground control unit guides

the aircraft, programs mission waypoints and displays what is seen by the aircraft.

From as far away as 6 miles, the system transmits live airborne video images and location information to the ground control unit and remote video terminal, and records the video for later analysis. Troops can track the enemy, secure convoys, protect base camps, identify targets and assess battle damage.

“A lead vehicle in a convoy can fly the Raven to see what’s up ahead. It helps Air Force tactical air controllers describe the target from a pilot’s perspective,” Mawn said. “They’re still figuring out

uses for it. Flying it is simple, but what to do with the information is the challenge.”

In the event of a lost radio signal, the aircraft goes into “fly home” or “rally point” mode so that it can be safely recovered. Flight time is limited to about 90 minutes, and landing is nothing less than an operator-

controlled crash, the pieces scattering apart as it is commanded into a “deep stall.” Underbelly padding helps dissipate energy, but the Raven is susceptible to damage if it strikes a pointed surface such as a jagged rock.

“Demand has been so high for the system, we would have experimented with them more, but we haven’t had the chance to quantify system performance or work with the TTPs,” Mawn said. More than 100 Raven systems are going into production this year and will be deployed to support troops in Afghanistan and Iraq. Training is ongoing for units planning to fly the Raven.

Planned upgrades include an even smaller and lighter ground control unit, a higher resolution video screen, enhanced infrared video camera resolution, simultaneous front and side infrared camera capability and an antenna that reduces potential exposure to the enemy.

For more information about the Soldier Systems Center, visit <http://www.natick.army.mil>.

CURT BIBERDORF is an editor at SSC who served 5 years as an Army journalist. He has a B.A. in communications from the University of Iowa.

Soldiers are learning that the Raven is worth the extra weight. You know they like it when they’re willing to carry it without being ordered.

Life Cycle Management Commands — Building a Better Logistics Sustainment Base for the Future

LTC James O. Winbush Jr., Christopher S. Rinaldi
and Antonia R. Giardina

Since formally creating an Army Acquisition Corps (AAC) in November 1990 with passage of the *Defense Acquisition Workforce Improvement Act*, the Army has continually strived to improve the process of developing, procuring and sustaining its weapon systems. Because sustainment accounts for the largest portion of total life-cycle costs for weapons, it remains a principle focus area for acquisition reform efforts. Life-cycle cost-reduction efforts have resulted in the Army's senior acquisition leaders making program managers responsible and accountable for all life-cycle phases, including sustainment. This continues to be particularly challenging because planning, programming, budgeting and execution of sustainment funding largely resides within the Army Materiel Command (AMC).



Soldiers from Company C, 2nd Battalion, 5th Cavalry Regiment, 1st Cavalry Division, secure an alley after the discovery of an enemy weapons cache in the AlThawra district of Baghdad. (Photo courtesy of DOD.)



Acquisition Support Center employee Chandra Evans-Mitchell gets a lesson from a Soldier at Fort Knox, KY, during the Acquisition Senior Leaders' Conference in August 2004. (U.S. Army photo by Mike Roddin.)

In an effort to improve total life-cycle management, the Army is taking the initiative to bring the acquisition, logistics and technology (AL&T) communities closer together. A Memorandum of Agreement (MOA) signed Aug. 2, 2004, between Army Acquisition Executive (AAE)/Assistant Secretary of the Army for Acquisition, Logistics and Technology (ASAALT) Claude M. Bolton Jr. and AMC Commanding General GEN Paul J. Kern formally launched a plan for the two organizations to work together to establish life cycle management commands (LCMCs). In addition,

Army Chief of Staff GEN Peter J. Schoomaker approved the initiative on Aug. 16, 2004. This initiative is nested in the Army's overarching goal to transform to a more lethal, modular and agile force that requires a significantly smaller logistics footprint to sustain itself during battlefield and other prolonged field operations.

Background

In October 2001, the Army initiated actions to move all project and product managers (PMs), with their associated acquisition programs, out of AMC and into existing, restructured

or newly created program executive office (PEO) organizations. Prior to this initiative, both AMC and the various PEOs shared acquisition responsibilities. This action also abolished the deputies for system acquisition in the Aviation and Missile Command (AMCOM), Tank-automotive and Armaments Command (TACOM) and the Communications-Electronics Command (CECOM) and realigned their functions to the PEOs.

This restructuring initiative created a single, streamlined chain of command for acquisition functions. It also made

PMs fully responsible and accountable for life-cycle management of their assigned programs, which complied with the 1986 *Goldwater-Nichols Department of Defense Reorganization Act*. However, the realignment did not result in the transfer of funding, personnel or other resources necessary to carry out sustainment functions at the PM level.

AMC continued to integrate this Army initiative in October 2002 by creating the Research, Development and Engineering Command (RDECOM) to consolidate the research, development and engineering elements of all AMC major subordinate commands into one organization. By consolidating the separate elements under one command structure, AMC created a synergy that would provide better support to Army PEOs. RDECOM is now the center of gravity for integrating, maturing and demonstrating all emerging technologies for Army acquisition programs, which significantly decreases the time it takes to get these critical capabilities from the laboratory to

The LCMC MOA's holistic approach would explore more efficient ways to develop, mature and integrate systems and supply parts to maintain/sustain systems such as the Overwatch Vehicle, displayed at the 2004 Acquisition Senior Leaders' Conference.

Soldiers. Having centralized control, the RDECOM commander can now "weight the main effort" for technology development to assist the PEOs in getting the right capability to the field at the right time.

Establishing True Life-Cycle Management

The realignment of the PMs and creation of RDECOM established direct command and support relationships for developing, maturing and integrating technologies for Army acquisition programs. However, these changes continued to foster a separation of sustainment from other acquisition functions. In effect, the changes created three "stovepiped" communities that did not provide the sustainment community a direct link to technology development or the AL&T community at large. Although the PEOs and

By consolidating the separate elements under one command structure, AMC created a synergy that would provide better support to Army PEOs.

RDECOM is now the center of gravity for integrating, maturing and demonstrating all emerging technologies for Army acquisition programs, which significantly decreases the time it takes to get these critical capabilities from the laboratory to Soldiers.

PMs continued to pay for and receive personnel staffing from AMC elements, and relationships remained largely unchanged at the working-level integrated product teams, the restructuring did not provide formal high-level organizational relationships necessary to fully optimize the acquisition and sustainment missions.

The Army's key acquisition community leaders — Secretary Bolton, GEN Kern and LTG Joseph L. Yakovac Jr. (Military Deputy (MILDEP) to the ASAALT) — recognized the need to bring these initiatives together in an environment that fostered stronger unity of command and effort. The effort begins at the top by "dual hat" empowering of general officers and senior executive service civilians to integrate the separate efforts. As a part of the agreement, Yakovac will also become the AMC Deputy Commanding General for

Acquisition and Technology (AMC DCG A&T). This emphasizes Army acquisition leadership's commitment to making this effort a complete success.

The MOA established the first phase of this critical process. In broad terms, the AL&T communities agree that the Army must put together the best and most talented teams it can to support the Soldiers serving our Nation around the globe. By adopting a "One Army, One Team" mentality, the Army is



taking a holistic approach to managing systems and is capitalizing on the entire AL&T community's wealth of knowledge to find the right solutions for the tough acquisition and sustainment issues impacting Army transformation and modernization efforts.

The pending mergers across the AL&T community will promote true life-cycle management for products and systems, which means the entire AL&T community will investigate how to shorten the acquisition process to rapidly type, classify and field equipment to Soldiers. Most importantly, the merger serves as a "forcing function" for

By adopting a "One Army, One Team" mentality, the Army is taking a holistic approach to managing systems and is capitalizing on the entire AL&T community's wealth of knowledge to find the right solutions for the tough acquisition and sustainment issues impacting Army transformation and modernization efforts.

considering operating and support costs, which can typically be 80 percent of life-cycle costs, to be considered upfront and early in the acquisition process as a part of the Cost as an Independent Variable objective.

Although the details of how each organization will be restructured is being worked out, the MOA realigns AMCOM, CECOM, Joint Munitions Command and TACOM with the PEOs with whom they now work and creates four new LCMCs as follows:

- Aviation/Missile.
- Soldier/Ground Systems.

- Communications/Electronics.
- Joint Munitions.

The PEOs for Simulation, Training and Instrumentation; Joint Chemical and Biological Defense; Air, Space and Missile Defense; and Enterprise Information Systems are not initially affected. RDECOM retains its technology mission and remains strategically and operationally linked to the new commands. While the reporting chain for PMs and PEOs remains unchanged for acquisition decisions relating to the AAE's authority, the LCMC commanders are the focal point and primary agent for actions across the entire life cycle of systems assigned to that LCMC. In some cases, LCMC commanders may be dual hatted as PEOs.

The Path Forward

Phase II of the merger results in each new LCMC developing specific implementation plans outlining support



Soldiers of Battle Co., 5/20, 3rd Brigade, 2nd Infantry Division conduct route reconnaissance contributing to the stability of Samarra, Iraq, Dec. 15, 2003. (U.S. Army photo by SPC Clinton Tarzia.)



Stryker vehicles from 3rd Brigade, 2nd Infantry Division, position themselves in Samarra, a town northwest of Baghdad in December 2003. (U.S. Army photo by SGT Jeremy Heckler.)

relationships, processes and internal reporting chains within the next 6 months. While each LCMC will have some common organizational characteristics, guiding principles and terms of reference, leadership is giving the LCMCs maximum flexibility to organize for efficient and effective support of Soldier field requirements. A Board of Directors, comprised of the MILDEP/AMC DCG for A&T, AMC DCG for Operations and Readiness, Acquisition Support Center Director and AMC G3, will provide reports on implementation progress to the AAE and AMC Commander on a regular

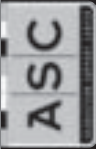
basis. The end state will provide the Army the ability to reduce the acquisition cycle time, make good products even better, minimize life-cycle cost and enhance the Army AL&T community's synergy and effectiveness.

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Manhattan College, an M.S. in mechanical engineering from Rensselaer Polytechnic Institute and is a registered professional engineer. Rinaldi is also an AAC member and is Level III certified in systems planning, research, development and engineering.

ANTONIA R. GIARDINA is an AMC G3 Life Cycle Management Division Systems Analyst. She holds a B.S. in environmental biology from Colgate University.



From the Acquisition Support Center Director

Since becoming the U.S. Army Acquisition Support Center's (ASC's) Director in July, I have gained a much better appreciation for the ASC mission and the awesome responsibility we have as an organization in providing our program executive offices (PEOs) with major-command-level support. That support will continue to increase as we build new relationships and forge new partnerships with our PEOs and their program management offices (PMOs). As we move forward, it's important that the ASC staff understand my leadership philosophy of "People First." People First is made up of three components: individuals, teams and customers.



Foremost, people always come first, or the mission will be compromised. I expect to meet with every person in the organization — military, civilian and contractor — to review their Individual Development Plans (IDPs), career goals and personal accomplishments. I envision you routinely spending at least 15-20 minutes with each of your people discussing long- and short-term goals and outlining specific career objectives for the future. IDPs should include training plans that will help you manage your workload more efficiently as part of an integrated team that will better support the Army Acquisition Corps (AAC); Acquisition, Logistics and Technology (AL&T) Workforce and, ultimately, the U.S. Army.

Military Deputy to the Assistant Secretary of the Army for Acquisition, Logistics and Technology (ASAALT) LTG Joseph L. Yakovac Jr. wants the AL&T Workforce to continually seek education and training. He specifically mentioned the Massachusetts Institute of Technology's Program on Emerging Technologies (<http://poet.mit.edu/>) and Army Chief Information Officer/G-6 LTG Steven W. Boutelle's executive education initiative titled *OPM-Executive Core Qualifications*. More information about this initiative can be found on Army Knowledge Online (AKO) at www.us.army.mil. After logging in to AKO, go to the left navigation bar and click on "Army Organizations," then click on "Army CIO/G-6." You will find a link to OPM-Executive Core Qualifications at the bottom of that page.

I will also talk to AL&T Workforce members who plan to retire in the near future about their respective careers as Army acquisition professionals. They can help us gain renewed insight and perspective from their past experiences, and we can use those insights to plan our workforce's professional development for the future. Additionally, I'm working with the Defense Acquisition University to implement an ASC Wellness Program to encourage each of our employees — military and civilian — to spend time taking care of their physical well-being. You should look at creating such a program for your organization.

Secondly, without dedication to the teams in which we participate, we could not accomplish everything we need to do as an organization. The teams we work in — integrated product teams, ASC divisions and other informal working groups — are how we accomplish our organizational mission every day. We will continue ASC's successful customer service track record, improving our operational capabilities, responsiveness and capacity as we go.

Thirdly, our customers — the Soldiers and combatant commanders who are the end-users of AAC products — keep us focused on completing our everyday tasks efficiently, diligently and with an eye toward meeting their field requirements quickly. We handle the "business" end of everything Soldiers need to do their jobs effectively, from food and personal hygiene products, to ammunition and the weapon systems that fire it. Our customers also include the ASAALT office staff, PEOs and PMs and the Army Materiel Command.

As a reminder to our AAC military members — LTG Yakovac expects all military personnel to be "deployment ready," with shots, wills and family support plans, to fill overseas movement requirements when the call comes. Get your personal affairs in order now and expect to be deployed — don't wait to get ready.

I'm excited about this opportunity to lead ASC into the future and I pledge to work toward continued AAC excellence in support of the U.S. Army's transformation and our magnificent Soldiers. *People First!*

COL Genaro J. Dellarocco

Director

U.S. Army Acquisition Support Center

Super Bowl Champs or Acquisition Workforce – When It Comes to Teamwork, It’s All the Same

Caitlin Fitzgerald

Acquisition workforce members at the Soldier Systems Center (SSC), Natick, MA, got an insider’s look at what it takes to be a successful team player during a visit by New England Patriots defenseman Willie McGinest. As an FY04 U.S.

Army Acquisition Support Center (ASC) Regional Training Program initiative, the Northeast Region’s Customer Support Office (CSO) in Natick hosted the two-time Super Bowl player-participant winner on June 14, 2004. After a formal introduction by José Miletti, team leader for the Airdrop Technology Team, the impressive defenseman spoke at length about the ideas and realities related to effective team building and his own personal triumph over adversity.

McGinest acknowledged the importance of what the SSC acquisition workforce accomplishes in comparison to the work he does, praising the audience for their unfailing dedication to Soldiers. “I’ve been humbled as an athlete and as a person,” McGinest remarked. He then recounted his tumultuous childhood growing up in a bad neighborhood in Long Beach, CA. He stressed that he forced himself to look at his future in a positive light rather than resigning

McGinest acknowledged the importance of what the SSC acquisition workforce accomplishes in comparison to the work he does, praising the audience for their unfailing dedication to Soldiers.

himself to the wrong path that many of his peers ended up following. Sports, McGinest explained, provided the greatest opportunity to elevate himself out of a potentially damaging environment and into a world where the focus is always on the team and group cooperation.

McGinest found that the team environment that athletics engendered was the best atmosphere for him, and helped him achieve success as part of a family-like group in which each member adheres to the same philosophy — “no single player is better than the whole team!” This theory obviously proved wildly successful for the Patriots, a team to which McGinest has belonged for 11 years, because they have won two Super Bowl championships in the last 3 years.

The accomplished defenseman also credited Coach Bill Belichick for being an outstanding motivating force for him and his teammates. McGinest said that Belichick always makes his players want to work their hardest and give their best possible performance on the field, and explained how this attitude permeates throughout their organization.

“If I mess up doing my job, it hurts the team,” said McGinest. “If one guy goes down, we all go down.” This evoked a lot of understanding from the audience, whose interactions in the acquisition workforce often parallel the on-field situations of which McGinest spoke.

The SSC workforce displayed a heightened sense of team spirit during the program, especially during the question and answer (Q&A) session following McGinest’s speech. “The epitome of teamwork for us is winning a championship and getting one of these,” McGinest continued. He then reached into his pocket and took out his 2004 Super Bowl Ring, which McGinest had just received the night before.

The impressively large, diamond-studded ring was passed around the auditorium as McGinest addressed questions about various subjects, ranging from his thoughts about the role of Soldiers in today’s world to the secrets of successful teamwork. McGinest spoke highly of the sacrifice of former National Football League (NFL) safety Pat Tillman, who was killed earlier this year in combat in Afghanistan after turning down a \$3.6 million NFL contract to join the U.S. Army Rangers. McGinest clearly felt a humble, reverent respect for the Armed Forces.



New England Patriots defenseman Willie McGinest discusses the importance of teamwork during his presentation to the SSC acquisition workforce on June 14, 2004. (U.S. Army photo by Sarah Underhill, Natick photographer.)

When asked how seasoned veterans on a top-notch team make rookies and new members feel welcome, McGinest explained that new people learn very quickly what the organization is all about and understand the amount of pride taken in the team's work. Once they make the necessary adjustments to become an integral part of that, they're a part of the family, said McGinest. He responded similarly to a query about addressing conflict within the team, saying that if everyone is giving their all and being respectful, conflict can usually be worked out smoothly. In those situations, "as professionals, you have to move on — or close the doors and have a rumble," he quipped.

For McGinest, the bottom line is this: work hard, stay focused and play as a team. When asked about the 2001 Super Bowl in which the Patriots refused to run onto the field one by one, he stated, "We just said, 'We're not going out one by one — we can't beat them one by one.' Of course, you've got to have some good players, too!"

A highlight of McGinest's Q&A session was the conversational atmosphere and light humor that surfaced in many of his responses. While passing around his \$20,000 Super Bowl ring, McGinest made sure to jokingly remind the audience that there was tight security present. And when one workforce member told McGinest that his nephew had faced the Patriots on the gridiron, he joked, "I'm sorry to hear that."

In appreciation of his shared team spirit with the SSC acquisition workforce, Diane Nyren, ASC Acquisition Career Manager (ACM), presented McGinest with two photo plaques, along with nutritional HOOAH! bars and Energy Rich Glucose Optimized (ERGO) drinks developed by Natick. "I might be calling you every week for these," McGinest said. Susan Butler, Deputy to the Deputy Commanding General for Operations, thanked McGinest for his appearance and said the work accomplished every day at SSC is done to improve Soldier quality of life. She also thanked him and his team for improving their fans' quality of life. As was evidenced by the large amount of positive feedback received by the CSO, McGinest certainly brought a renewed sense of team spirit to the acquisition workforce.

Caitlin Fitzgerald is an Administrative Assistant, ASC Northeast Region, at SSC. She is a sophomore at Boston College and is pursuing a B.A. in English.



AHRC Notes

AAC FY04 LTC Promotion Selection Board Results

Overall AAC Results

The FY04 Lieutenant Colonel (LTC) Promotion Selection Board results were released in July 2004. The selection rate for Army Acquisition Corps (AAC) officers in the primary zone (PZ) was 72.2 percent (a decrease from 80.2 percent for FY03), while the PZ selection percentage for the Army Competitive Category (ACC) was 76.9 percent. Selection rates among the four career fields and AAC alone are as follows:

Career Field	PZ	Above Zone (AZ)	Below Zone (BZ)
Operations	79.6%	6.9%	7.5%
Operational Support (AAC/Foreign Area Officer)	72.2%	13.6%	7.4%
AAC Only	72.7%	7.9%	6.7%
Information Operations	70.6%	14.0%	6.6%
Institutional Support	73.3%	13.7%	5.9%
Total AAC	76.9%	9.1%	6.8%

The FY04 LTC Promotion Selection Board reviewed the files of 110 PZ AAC officers and selected 80. Additionally, 6 AZ AAC officers (7.9 percent) were selected, and 9 BZ AAC officers (6.9 percent) were selected.

A review of those officers' files selected for promotion by the FY04 LTC board revealed the following trends:

Command and Staff College (CSC)

Fifty percent of the PZ AAC officers selected attended resident CSC. The other 50 percent of the PZ AAC officers selected completed CSC through nonresident studies. Twelve percent (13) of the PZ officers did not complete either resident or nonresident CSC. None of these officers were selected for promotion. Seven AAC officers who attended resident CSC were not selected. These trends suggest a changing mindset as the Army moves toward intermediate level education as a replacement for traditional CSC. Resident or nonresident CSC completion is becoming a less discriminating factor, while CSC completion in general continues to receive heavy focus.

Company Command Evaluations

Company command evaluation reports appeared to carry weight with the board, but overall file strength, report sequence and CSC were the major determining factors for promotion selection. The majority of AAC officers selected for promotion had at least one above-center-of-mass (ACOM) Officer Evaluation Report (OER) as company commanders. These reports generally had either clear ACOM senior rater profiles and/or strong, exclusive senior rater comments on potential.

Consistent COM(+) Performance and Job Progression

Another important trend was consistent COM(+) performance throughout the officer's career. AAC officers selected for promotion generally had consistent COM(+)/ACOM OERs. Additionally, officers favorably considered demonstrated clear evidence of increased responsibility and diversity from one assignment to the next.

The Current OER (DA Form 67-9)

Our analysis clearly showed that the board placed the most emphasis on the current OER (DA Form 67-9) and little emphasis on the previous OER system. The average number of new OERs for PZ officers selected was 5.4. The PZ officers selected for promotion had an average of 2.9 ACOM OERs (54 percent). This substantiates the position that a COM report is not a "career ender." However, there is a significant difference between a single COM report and a COM file. Officers considered for promotion who did not have any ACOM OERs were not selected.

Bottom Line

The board appeared to take into consideration the "whole person" concept that includes performance, qualifications (e.g., positions held, schools attended, etc.) and Army needs. However, a COM(+) file, consisting of strong COM reports coupled with ACOM reports, seemed to be critical for selection. Generally, a file with one or more ACOM reports for every two COM reports and CSC completed, had a high selection rate. However, most officers selected for promotion possessed files with 50 percent ACOM reports or more.

Congratulations to the following AAC officers selected for promotion to LTC. *Note: Three names were not available when this magazine went to press.*

Amsler, Duane Ellis Jr.
Armstrong, Scott Charles
Backman, Robert Edward

Balda, John Scott
Barrett, Eugene
Batchelder, Dean Ray
Baxter, Timothy Richard
Brashear, James Brian
Brown, Anthony Tyrone
Bruner, Scott Francis
Bruning, Walter James
Brunson, Kerry Patrick
Carberry, William Francis
Carter, Charles Allen
Chapman, David Patrick
*Clements, Andrew Todd
Courtney, John Michael
Creech, Gregory Stuart
Cunningham, Daniel Jordan
Dailey, John Scott
Dodge, Ronald Cleveland Jr.
*Donovan, Sharlene Joy
Evans, Anthony Orlando
Faieta, Phillip James
From, Jeffrey Dwayne
Garland, William Anthony
*Gresham, Shawn Patrick
Grier, Robert Baxter Jr.
Grinsell, Christian Bernard
Guilford, Daniel Joseph
Hannah, Robert John
Hannon, John Patrick
Harper, Robert Dale
Harvey, Keith Downing
Higgs, Carl Barry
Hillman, Kevin James
Huff, Michael Allen
Johnson, Lewis Allen Jr.
Keller, Winfield Rosenberry
Knight, Jeffrey Todd
Lewis, John William
Martino, Charles David
Mason, Edward Earl
McVay, Robert Gregory
Mentzer, Rodney Allen
Metts, Mel Mark
Minus, Joseph Sheppard Jr.
Miskovic, Mark Andrew
Moffatt, James Anthony
Mohney, Eric Vern
Monis, Michael Joseph
Murphy, Wayne
Myles, Robert William Jr.

Nagel, Joseph Robert
*Nassar, Michelle
*Nelson, Scott
Noe, Steven Michael
Olsen, Robert Frans
Oregon, John Michael
Petermann, Wolfgang A.
Proctor, James Moreno Jr.
Pustarfi, Stanley H.
Raferty, James John Jr.
*Rasch, Robert
(Boarded as FA53)
Rashid, Quenton Talib
Richards, Clyde Ezekiel Jr.
Riordan, Matthew
Rodeschin, Darrin Henry
Rogers, Stuart Kavan
Schnaidt, Matthew Clifford
Schoolcraft, David Elliot
Seacord, Christopher Robert
Shanklin, John Ellie J.
Sheehy, William Henry
Statham, Alan Thomas
Stawowczyk, Edward John
Stephens, Gary Dell
Strange, Timothy John
Stroup, Adam Nevin
Swanson, Edward John
Terry, Reginald
Theall, Debora Lynn
*Todd, Thomas Hiram III
Tuftie, Bruce James
Utroska, William Thomas
Vergez, Norbert Eugene
*Vogelhut, Jonas
Vozzo, Nicholas James
Wallington, Clinton J. III
Washington, Gail Lynn
Wilson, Veronica Ann
Witteveen, David Mark

*BZ selection



FY04 Major Promotion Board Results

The FY04 Major Promotion Board results were released Aug. 24, 2004. This article analyzes the board results.

Overall Acquisition Corps Results

Board members reviewed the files of 123 Army Acquisition Corps (AAC) officers in the primary zone (PZ) of consideration for promotion. From this population, the board selected 122 officers. The resulting PZ selection rate of 99 percent is a 3-percent increase over last year. The Army's competitive category PZ selection was 96.9 percent. There were eight AAC officers considered for above-the-zone (AZ) promotion and the board selected six. The AZ AAC selection rate for AZ is 75 percent. The Army's competitive category AZ selection was 51.8 percent. In addition, five AAC officers were selected below the zone.

Trends for Selectees

Again, we are seeing that the selection to major is a reflection of how well an officer performed in his or her basic branch assignments. Most AAC officers have few, if any, Officer Evaluation Reports (OERs) from acquisition assignments when the Major Promotion Board meets.

The most important discriminator continues to be company command OERs. Board members appear to use command reports to measure an officer's ability to succeed as a major. The senior rater's narrative must quantify an officer's performance when the profile does not support an above-center-of-mass (ACOM) report — top 5 percent, number 3 of my 10. Additionally, senior rater narratives that focus on an officer's potential — promote below-the-zone, send to Command and General Staff College, ready for battalion command now — were generally more effective than OERs that focused on what the officer accomplished. Officers with overall center-of-mass files were at risk for nonpromotion. OERs must clearly communicate senior rater assessments on which officers are ACOM.

The message is clear — seek company command, do your job well and maintain a high level of performance on all assignments.

The names of the officers selected for promotion to major are shown below. An asterisk indicates BZ selection.

Agustin, Gene A.	Hetzel, Gregory T.
Akindayomi, Adejuwo	Hodge, Harold B.
Ancira, Samuel S.	Hodge, Matthew S.
Anderson, Henry L.	Howald, Charles O.
Atkinson, Charles W.	Hyman, Terry C.
Ayala, Alejandro	Hynes, Cheryl L.
Babbitt, Joel D.	*Jenkins, Glenn E.
Baker, John T.	Keeton, Chester L.
Barnes, Jackquiline	Kingston, Daniel C.
Bolshazy, Michael S.	Kinn, Daniel D.
Borja, Ralph T.	Kioutas, Nickolas T.
Boswell, Clarence O.	Kram, Anthony S.
Bowser, Charles W.	*Kuenzli, Michael J.
Bridges, Frank D.	Lloyd, Bruce A.
*Briggman, Rodney O.	Lorenz, Matthew C.
Bulsecio, Jonathan D.	Luse, Carey G.
Burbey, Douglas W.	Marolf, Kyle R.
Caldwell, Jeffrey L.	Marsh, Adrian A.
Cannaday, Robert L.	McClintock, Robert
Cheney, David R.	McCurty, Michael J.
Clements, Kerry G.	McLeod, Gary S.
Cochie, Kevin S.	McWhorter, Rodney S.
Cockerham, John L.	Metz, Christopher E.
Conatser, James L.	Momon, James Jr.
Correia, Carlos A.	Morrison, Jeffrey E.
Costas-Olivera, Enrique	Murray, Felecia D.
Crank, Terry G.	Murray, Shawn R.
Dake, Christopher G.	Neumann, Joseph A.
Daniel, Dexter C.	Newman, Leonard J.
Davis, Gary J.	O'Neil, Gayle A.
Domke, Timothy	Orwig, Brian K.
Dring, Lawrence W.	Pasion, Angelito G.
Dudley, Jeffrey J.	Paulus, Mark L.
Dunham, Kevin A.	Peacock, Ossie L.
Edwards, John K.	Phelps, Conway S.
Everton, Michael S.	*Phillips, David C.
Fisher, Richard J.	Poppenberger, Ross
Forrest, Brian D.	Powell, Michael T.
Garrison, Allen B.	Pressley, Eddie L.
Gastan, Gregory J.	Preston, Ronnie H.
Gearhart, Timothy M.	Ralston, Robert L.
Gonzalez, Hector A.	Rivera, Jose M.
Gonzalez, Tarolyn Y.	Roberts, Joseph W.
Griggs, Timothy J.	Saltsiak, Thomas I.
Grizio, Vincent E.	Sanders, Larry G.
Guess, David T.	Sanders, Shelley E.
Hamilton, Ronald G.	Schneider, Maria D.
Harris, Richard L.	Schramm, Matthew F.
Hauenstein, Michael	Scola, Dominic M.
Henry, Gerard	Sheehan, Mark A.

Name	Basic Branch	Name	Basic Branch
Sheppard, Talmadge		Thomas, Kim M.	
Sibaja, Rosiher A.		Thornton, Anthony M.	
Simms, Terry D.		Togisala, Lloyd L.	
Singleton, Keith L.		Tolbert, Vincent J.	
Skeen, Ricky L.		Vancuren, Jeffery P.	
Smith, Granville R.		Vega, Michael A.	
Smith, Joey R.		Verser, Garrett J.	
Smith, Patrick M.		Vroonland, Clifford	
Smith, Quentin L.		*Walsh, Joshua F.	
Snyder, Kent M.		Watts, Robert E.	
Starks, Teresa L.		Weizer, Paul I.	
Stevison, James M.		Wood, Camilla A.	
Stewart, Laundette		Woodbury, Cleo J.	
Stuckey, Rodridguez		Woodbury, Harvey L.	
Taylor, Horace D.		Yankovich, Michael	
Taylor, Keith L.		Yu, Victor Y.	
Taylor, Michael R.			

AAC Accession Board Results

The Army Human Resources Command's annual Acquisition Candidate Accession Board was held in June 2004. The Officer Personnel Management Directorate has approved the following officers for accession into the Army Acquisition Corps (AAC).

Name	Basic Branch	Name	Basic Branch
Adkins, Travis D.	FA	Burns, Kimberlyn	QM
Alejo, Alexander B.	AV	Caggins, Elliott R.	IN
Alfred-Ockiya, Mary O.	CM	Cassino, Anthony	AV
Allen, Christine E.	EN	Castro, Glover H.	AD
Arbino, John	MI	Centeno, David A. Jr.	FI
Arzulambert, Juan P.	TC	Chandler, Richard	QM
Barnett, Anthony F.	AV	Chung, Jong H.	SC
Barton, Richard	SC	Clemons, Theotis	AR
Baylor, Keith	CM	Copeland, Douglas W.	IN
Bigelow, David	IN	Copeland, Leah	OD
Biggans, Jeffrey	EN	Cromartie, Anthony R.	OD
Blakeman, Seth	EN	Devera-Waden, Daryl G.	AG
Booker, Kenya	QM	Dingle, Joel	OD
Brocht, Joseph J.	AR	Dix, Mitzi L.	AG
Brodhage, Mark L.	MP	Downs, Richard T.	AD
Brown, Jeffrey G.	SC	Dugle, Charles J.	IN
Brown, Robert L. Jr.	SC	Edwards, James	CM
Bryant, Nathanael D.	QM	Ford, Christopher A.	FA
Burke, Sean M.	TC	Franklin, Joel	OD
Franklin, Timothy B.	OD	Moyers, Richard A.	IN
Garrett, James M.	IN	Murray, Chris H.	SF
Gayle, Darrell S.	IN	Natole, Steven M.	MI
Gegato, Joel	FA	Newsome, Jennifer L.	AV
Gilbertson, Marc W.	AD	Nguyen, Khoi T.	EN
Giles, Dererick D.	FA	Niemeyer, John T.	TC
Goerling, Thomas E.	OD	Novak, Jared P.	OD
Gourdine, Sidney M. II	AR	O'Donnell, Kenneth G.	AG
Graves, Vicie R.	MP	Owens, Mark D.	IN
Greer, Matthew E.	EN	Parent, Michael	QM
Griffin, David	SC	Perry, Brenda F.	CM
Grodin-Putman, Heather J.	MI	Plourd, Daniel	SC
Hadnagy, Richard	AV	Pope, Douglas C.	OD
Hamilton, Lachiana	AG	Pottratz, Michael D.	OD
Harris, Chad M.	AR	Ralph, Antonio D.	MI
Harris, Jeffery D.	AG	Redecker, Jeffrey E.	OD
Hayward, Ronald L. Jr.	EN	Reinhardt, Nicole U.	QM
Henderson, Mark	SC	Rios, Steven D.	TC
Hodo, Linnen E.	FA	Robb, Shane M.	AD
Hoening, Edwin D.	SF	Rojas, Angel D.	QM
Hubbard, Daniel R.	AR	Rojas, Luis E.	FA
Jarzyna, Robert S.	MI	Romero, Christopher J.	CM
Jeter, Robert E.	TC	Root, Philip J.	AV
Johnson, Christopher B.	AV	Ross, Larry S.	QM
Johnson, James P.	AD	Ryan, Lid Y.	MP
Kackley, Ginger L.	QM	Sanders, Lloyd N.	IN
Karnes, Louis	AV	Schaeffer, Justin C.	IN
Kellogg, Peter	AV	Secor, Rod W.	QM
Kimzey, David C.	AR	Segarra, Raymond X.	FA
Kleager, James	IN	Sensley, John H.	EN
Klingensmith, Randall L.	CM	Sharp, Boyd S.	FA
Kuetemeyer, Curt	QM	Showalter, Pattie M.	QM
Lash, William D.	EN	Slemp, Anna M.C.	MP
Leija, Francisco J.	FA	Smith, Shana M.	OD
Lord, Brett K.	CM	Solinsky, Christian	FA
Mansfield, Bryon L.	EN	Spahr, Michael S.	FA
Margolies, Joseph	TC	Spurlock, Jonathan W.	AR
Martin, Chase S.	IN	Studer, Jonathan L.	EN
Masternak, John T.	OD	Sundiata, Senodja F.	MI
McCollin, Wade	MI	Tautkus, Stephen R.	FA
McDonough, William P.	IN	Taylor, Anthony M.	FA
McDowell, David H.	FA	Thomas, Stephen	IN
McFall, Thomas G.	AD	Toepfer, Jason P.	IN
McKee, Scott L.	QM	Tompkins, David E. Jr.	SC
McKinney, Matthew K.	MP	Twitty, Douglas M.	AR
Meeker, Marc M.	OD	Verge, Clinton D.	FA
Miles, Stephen	AV	Vitello, Anthony	SC
		Waddington, William E.	AV

Name	Basic Branch	Name	Basic Branch
Walker, Christopher J.	OD	Wiggins, Robert D.	SC
Walsh, Joshua F.	FA	Williams, O'Neal A. Jr.	SC
Walters, John R.	CM	Winn, Nathan N.	OD
Wanner, James R.	IN	Winterle, Garth K.	EN
Ware, David A.	QM	Winters, Kevin L.	AV
Wells, Charlotta D.	AG	Worley, J.B. III	AV
Weyenberg, Brian L.	FA	Yelverton, Guy III	FA
Whipkey, Christine G.	OD		

SSC Selection Board Results

Results of the Senior Service College (SSC) Selection Board were released Aug. 5, 2004. The board selected 22 Army Acquisition Corps (AAC) members to attend SSC during academic year (AY) 05/06. Two officers were revalidated from the AY 04/05 and are not included in the selection statistics below.

This was the third SSC board conducted by career field. AAC officers are in the Operational Support Career Field (OSCF). Foreign Area Officers (FA48) constitute the only other functional area in this career field. The AAC had 365 officers eligible for selection and 22 were selected. The AAC had a selection rate of 6 percent and the overall OSCF rate was 6.5 percent. Twenty-one of the 22 selectees were current or former product managers/acquisition commanders (PMs/ACs).

Below is an overview of AAC selectee profiles:

- 1.04 PM/AC Officer Evaluation Reports (OERs) in board file (down from 1.67 last year).
- 88 percent above-center-of-mass (ACOM) PM/AC OERS in board file (up from 60 percent last year).
- 73 percent of selectees had at least one PM/AC OER in board file (down from 81 percent last year).
- The average number of *DA Form 67-9* OERs for the selectees was 6.6; with an average of 79.2 percent ACOM in board file.
- Selectees belonged to year groups (YGs) 80 (4.5 percent), YG82 (4.5 percent), YG83 (23 percent), YG84 (18 percent), YG85 (41 percent) and YG86 (9 percent). This year, 59 percent of the officers (down from 78 percent last year) were in what has historically been the AAC's "primary" year groups (e.g., YG84 and 85 for this year).

Officers will provide their preferences for SSC online through the AHRC Officer Career Management Knowledge Center. Each officer selected for attendance at SSC was sent a letter from the U.S. Army Human Resources Command (AHRC) Acquisition Management Branch (AMB) explaining how to access the Knowledge Center. The letter also contains a synopsis of each SSC and fellowship available. Selectees may choose to attend resident SSC, enroll in the Army War College Distance Education Program for AY 05/06 or decline. SSC selectees normally attend the Army War College, Air War College, Acquisition Fellowship at the University of Texas (UT)-Austin or the Industrial College of the Armed Forces (ICAF). The last three have limited seats. ICAF and UT-Austin tend to be the two programs for which we have more interested officers than seats available. ICAF has special considerations: officers who are already Joint Service Officers have been awarded an additional skill identifier of 3L and are ineligible to attend, and 50 percent +1 of attendees (by branch) must go to a Joint position immediately following school. Therefore, it is very important that selectees give as much consideration to their second and following choices as they do to their first school.

The SSC alternate list is not published. However, officers who were selected as alternates will receive a letter in the December timeframe informing them of their status. AMB will only be given the list of officers who are considered high alternates. High alternates are those officers who are most likely to be activated to attend SSC. AMB does not expect to receive the high alternate list until mid-December 2004 or January 2005.

The names of the selectees and revalidated officers are:

Anderson, David	LTC	Lewis, Bruce	LTC
Arn, Mark	LTC	McKsymick, Eric	LTC
*Bass, James D.	LTC	Munoz, Daniel	LTC
Cavalier, Michael	LTC	Nicolella, Anthony	LTC
Clarke, Matthew	LTC	Norris, James	LTC
Colvin, Darryl	LTC	Olson, Thomas	LTC
Crabb, Jeffrey	LTC	Openshaw, Shane	LTC
*Dukes, Beatrice	LTC	Ostrowski, Paul	LTC
Green, Allen	COL	Pellicci, Jack	LTC
Hess, John	LTC	Shalosky, Christopher	LTC
Holzman, Simon	LTC	Skinner, Eugene	LTC
King, Dion	LTC		
Klumpp, Joseph	LTC	<i>*Revalidated from AY 04/05 SSC list</i>	

FY05 Army Experimental Test Pilot Board to Convene

The FY05 Army Experimental Test Pilot (XTP) Board will convene on or about Feb. 23, 2005, to select those aviators best qualified to participate in the Army Aviation Experimental Test Pilot Training Program. This board will review and select both commissioned and warrant officer files. Commissioned officers selected to attend training at the U.S. Naval Test Pilot School (USNTPS) are automatically accessed into the Army Acquisition Corps, where they will serve the remainder of their careers.

XTP utilization assignments will be based on the Army's needs, with most initial tours served at the Aviation Technical Test Center at Fort Rucker, AL. USNTPS graduates will serve in XTP or organizational staff positions that directly influence the type, design and configuration of future Army aircraft.

The Army Human Resources Command must receive all applications for the FY05 Army XTP Board by Jan. 14, 2005. Applications for the board should be mailed to Commander, U.S. Army Human Resources Command, ATTN: AHRC-OPF-Q (MAJ Donovan), 200 Stoval Street, Alexandria, VA 22332-0411. Applications must include the following:

- Application memorandum signed by the officer and endorsed through the chain of command (O-6 level).
- Current Department of the Army photo and Officer Record Brief.
- Official transcripts of college credits.
- Most current *DA Form 759, Individual Flight Record and Flight Certificate-Army*.
- Endorsements by instructor/standardization pilots with specific comments on the applicant's flying ability.
- All medical waivers issued during military service.

Refer to *MILPER Message 04-196* for more specific requirements concerning the FY05 XTP Board. For additional information or to request sample application memorandum documentation, contact MAJ Sharlene Donovan at (703) 325-3129, DSN 221-3129 or e-mail sharlene.donovan@hoffman.army.mil. Warrant officers should contact CW4 Lee Tutin at (703) 325-5228, DSN 221-5228 or e-mail lee.tutin@hoffman.army.mil.

News Briefs

PM DSCS-T Completes Satellite Terminal Modernization in Bahrain

Stephen Larsen

With the removal of an AN/MSC-74 shelter that previously housed Digital Communication Satellite Subsystem (DCSS) equipment in May 2004, the Army's Product Manager Defense Satellite Communications Systems – Terminals (PM DSCS-T) successfully completed work under the AN/GSC-52 Modernization Program at Navy Satellite Communications Station (NAVSATCOMSTA), Bahrain.

According to Neil Fiske, project installation team leader for PM DSCS-T, which is part of the Project Manager Defense Communications and Army Transmission Systems (PM DCATS), two fixed-site 38-foot diameter AN/GSC-52 medium satellite terminals were provided to NAVSATCOMSTA, Bahrain. These terminals provide long-haul communications for NAVSATCOMSTA in supporting ground mobile forces, ships and strategic users in the Indian Ocean region, Southwest Asia, Europe — all the way to the East Coast of the United States.



With the removal of an AN/MSC-74 shelter that previously housed DCSS equipment, the Army's PM DSCS-T successfully completed work under the AN/GSC-52 Modernization Program at NAVSATCOMSTA, Bahrain. Upgrades will extend terminal life by 15 years. (U.S. Army photo.)

Fiske said that the removal of the shelter was the final step in the evolution of the long-haul communications capability that PM DSCS-T provided for NAVSATCOMSTA, Bahrain.

“Originally, we [PM DSCS-T] provided a vanized AN/GSC-52 and two AN/MS-74 DCSS baseband shelters,” he said. “In 1999, we added a fixed AN/GSC-52 and DCSS baseband suite to provide the capability to transmit over two satellites at the same time. Then, during the AN/GSC-52 modification in 2002, we converted the vanized AN/GSC-52 into the fixed configuration in place today.”

Upgrade Program Extends Terminal Life, Reduces Support Costs

Under the Army’s AN/GSC-52 Modernization Program, which started in 2000, PM DSCS-T has completed modernization of 30 of the 65 terminals — including upgrading radio frequency equipment, antenna motors and control, monitor and alarm systems. The upgrades will extend terminal life by 15 years, increase communication traffic capacity, reduce support costs and increase terminal reliability, maintainability and availability.

PM DCATS, located at Fort Monmouth, NJ, is part of the Fort Belvoir, VA-headquartered Program Executive Office Enterprise Information Systems (PEO EIS).

Stephen Larsen is the Public Affairs Officer for PEO EIS at Fort Monmouth, NJ. He has more than 20 years’ experience writing about Army systems. He holds a B.A. in American studies from the College of Staten Island of the City University of New York.

Uniform Covers ‘Special’ Field Request

Calling from a bomb crater in Afghanistan in the winter of 2002, the Special Forces Soldier had a pointed request for the Special Operations Forces (SOF) Special Projects Team at the U.S. Army Soldier Systems Center in Natick, MA — send warm clothing.

Approximately 1 year later, special operators working in frigid battle zones got what they wanted in the Protective Combat Uniform (PCU), an interchangeable 15-piece, 7-level ensemble that can be worn in layers appropriate for the mission.

“He said, ‘We’re cold. You gotta do something to help,’” said Richard Elder, an equipment specialist on the Special Projects Team and Project Officer for the PCU, recounting the conversation that started the process. “It’s exciting that in less than 12 months, the system was fielded into theater. That’s never been done before.”

The PCU will replace the existing Lightweight Environmental Protection (LEP) developed under the Special Operations Forces Equipment Advanced Requirements, a program to produce modular equipment systems that focus on mission tailoring, enhanced survivability and enhanced mobility while reducing weight, bulk and heat stress. The LEP consists of light and midweight underwear, medium stretch bib overalls, a pile jacket and a wind-resistant jacket along with the outer water-resistant shell of the Extended Cold Weather Clothing System parka and trousers. The other option for special operators was to purchase commercial items on their own.

The PCU takes cold-weather gear to the highest level. “The goal is to give special operators a system as good as or better than anything commercially available and to build a system that stays with the commercial market instead of falling behind so that you’re not getting 6-year-old technology,” Elder said.

In place of gathering and assessing clothing sold in stores, the Special Projects Team started from scratch. The team consulted with extreme alpinists and outdoor apparel companies, and followed recommendations from a Joint panel of special operators to introduce a product that the special operations community would approve.

“We wanted to make sure we didn’t overlook anything. As a system, we wanted it competed nationally,” Elder said. “This acquisition model has proven itself to be extremely efficient. To build something in real-time to meet users’ needs is how it should be done all the time.”

Wearing the PCU is a matter of mixing and matching the gray garments according to the anticipated conditions and activities of the user. Comfort levels range from minus 50 to 45 degrees F, and although there are seven levels of protection, clothing in each level is not progressively added or removed the colder or warmer the environment. “We actually get more out of fewer pieces by training the SOF operator how to pack and because of the clothing’s efficiency,” he said.

The key to staying warm is moisture management. The latest Polartec® fabrics by Malden Mills insulate and wick

moisture away from the skin, while outer garments made with silicone-encapsulated fibers by Nextec Applications Inc. allow sweat to escape while being highly water and wind resistant. The idea is to remove moisture faster than it can be produced. The product also breaks new ground for military protective clothing with antimicrobial fibers, a stretch shell and a design that functions as a complete system through its seaming, grading and fabrics.

Army Rangers, Marine Force Reconnaissance, Army Special Forces and Navy SEALs (Sea, Air, Land) members successfully evaluated the uniforms in Alaska in August 2002. By the time the uniform officially fields in 2006, the product will have been upgraded several times with another shell system and an alternate vest as part of a catalog of components to further adjust to the specific mission. Until they are fully fielded, the uniforms are being given to those who are involved in the design evolution via their feedback from the battlefield.

“Soldiers like it. They’re taking uniforms as soon as they can get them,” Elder said. “The uniforms are exactly what they were looking for. They’re even wearing them outside of the designed profile.”

Protective Combat Uniform Levels

- Level 1. A durable, silkweight Polartec Power Dry® fabric worn next to the skin wicks away moisture and dries fast. It consists of a crew-neck T-shirt and boxer shorts. It is also available in a long-sleeve top with invisible zipper and pants built for comfort and minimal weight.
- Level 2. A long-sleeve shirt and pants made from Polartec Power Dry fabric are worn next to the skin for extra warmth in extreme conditions. Moisture is quickly wicked from skin and dries fast. An inserted side panel of Polartec X-Static fabric enhances fit and flexibility. The shirt has a front 15-inch zip for extra venting and a soft lining around the collar. Comfort features include an articulated side seam on the pants to minimize chafe on the kneecap.
- Level 3. An insulative midlayer jacket made from Polartec Thermal Pro® fabric is water-repellent yet breathable. It is worn as an outer jacket in mild temperatures or as a heavy insulative layer in extreme cold. Seamless shoulders minimize chafe and are lined for extra warmth and padding for heavy pack straps.
- Level 4. The soft windshirt is made from an encapsulated microfiber that repels water but also breathes for various

conditions. It’s designed to be paired with a next-to-skin layer for intense activity in cooler temperatures or with the Level 5 soft shell as a midlayer. It stuffs into its own pocket for easy packing.

- Level 5. The key to the entire system, this soft shell fabric jacket and pants are made with fibers encapsulated with silicone that are highly stretchable, windproof, water-repellent and breathable. They are paired with the Level 1 or 2 next-to-skin layers and are ready for any cold-weather aerobic activity.
- Level 6. A lightweight waterproof and coated nylon hard shell is slightly oversized to fit easily and quickly over gear. The jacket features water-resistant zippers and armpit zips for maximum ventilation, pocket openings to quickly access inside layers and a hood that incorporates a stiff brim. The pants, which borrow their design from Level 5, also provide waterproof protection.
- Level 7. For extreme conditions, this lightweight, loft-insulated level, which has the feel of down but retains its warmth when wet, is available in a jacket, vest and pants. Silicone-encapsulated fabric sheds water and is paired with Primaloft insulation for maximum warmth while the liner pulls away moisture.

For more information about the U.S. Army Soldier Systems Center, go to <http://www.natick.army.mil>.

Small Businesses Can Catch Big Fish

SGT Reeba Critser

You hear millions are awarded to large companies through Army contracts and wonder if the buck stops there. It doesn’t. Through the Army Small Business Office, smaller companies have a means to get their products on the Army’s doorstep. “This is the grand floor for a multibillion-dollar opportunity that will last for years for small businesses,” said MAJ James Blanco, Assistant to the Army Small Business Office Director. “The companies will have to complete a 13-step program to be considered for a contract, but the Army Small Business Office can help them,” he said.

“It’s a competitive nature — working for the government, but the end result is worth it,” remarked Chireda Gaither,



Wayne St. James (left) and Nancy Nagmatsu (right) demonstrate their team-building products, such as teddy bears, shirts and coins, to Assistant Secretary of the Army for Acquisition, Logistics and Technology Claude M. Bolton Jr. at a small business exhibition in Orlando, FL. (Photo by SGT Reeba Critser.)

Precision Task Group, Houston, TX. The company has 75 employees and mostly offers enterprise resource planning.

At a recent small business training conference, relationships between the company and the Army were strengthened. "Small businesses provide creativity and innovation of cutting-edge technology for warfighter success," Blanco explained. "They have the flexibility that big businesses don't."

The Javits-Wagner-O'Day (JWOD) Program is an example of a small business practice used by the Army. It creates jobs for blind and severely handicapped people and provides uniforms, protective gear, chemical protective gear, medical and surgical gear, cleaning products and services for the Army and other government agencies.

"We are in need of everything — Army weapon systems, parts supply, janitorial services and computer/software maintenance services," Blanco continued. "The products are limitless."

The conference exhibition featured the entire gamut of products currently available to the Army by small businesses, including weapon parts, pens, hands-free shaving kits, tea, umbrellas, satellite phones and footlockers.

"Our goal is to have 10 percent of funds earmarked for smaller business," said Assistant Secretary of the Army for Acquisition, Logistics and Technology Claude M. Bolton Jr. "This year alone \$50 million has been awarded, and another \$150 million will be."

In FY03, the Army spent \$13.6 billion on small businesses. The contracts vary with the business but are usually 1-year long with the potential for options depending on the scope of the contract or contract type. Additional time is awarded based on good service, according to the Army Small Business Office.

In addition, special resources are set aside for small businesses owned by women, minorities and veterans. "Having an Army contract not only gives our company a chance to grow, it also gives us an opportunity to support Army warfighter efforts," Gaither added.

"It's a win-win for the contractor, the Army and the Nation. And, most importantly, it's a win-win for our warfighters and their families," Blanco concluded.

For more information on Army small business opportunities, visit www.sellingtothearmy.info.

SGT Reeba Critser is a public affairs noncommissioned officer with the Senior Leadership Support Team, Office of the Chief of Public Affairs. She has a B.A. in mass communications from Southwest Texas State University.

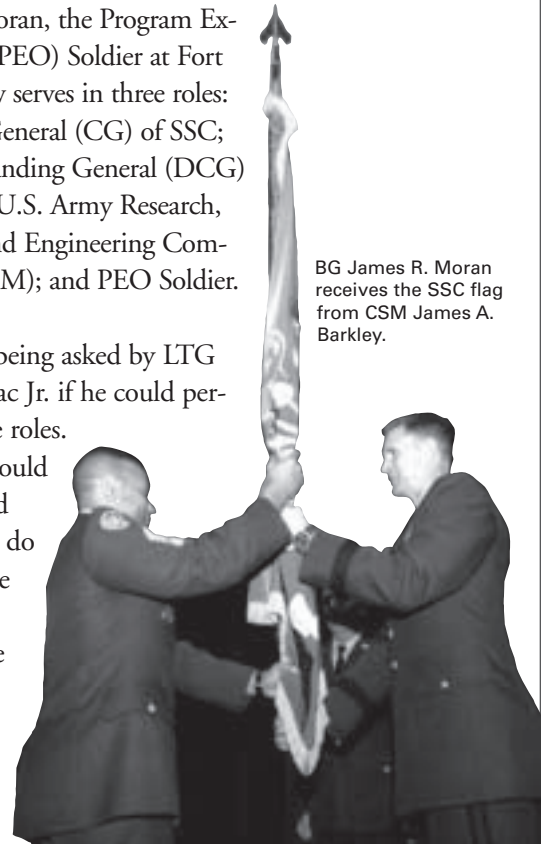
Soldier Systems Center Holds Change of Command

A change of command and change of responsibility ceremony was held July 7, 2004, at Soldier Systems Center's (SSC's) Hunter Auditorium in Natick, MA.

BG James R. Moran, the Program Executive Officer (PEO) Soldier at Fort Belvoir, VA, now serves in three roles: Commanding General (CG) of SSC; Deputy Commanding General (DCG) for Operations, U.S. Army Research, Development and Engineering Command (RDECOM); and PEO Soldier.

Moran recalled being asked by LTG Joseph L. Yakovac Jr. if he could perform each of the roles.

Moran said he could do each one, and then was told to do them at the same time. "It's an honor to be here today," Moran told the workforce and guests in attendance.



BG James R. Moran receives the SSC flag from CSM James A. Barkley.

“I need your help to keep all these missions performing successfully. With your products, you’re saving Soldiers’ lives, improving their quality of life and improving their combat effectiveness. I’m proud to be part of an organization committed to helping the warfighter,” he said.

MG John C. Doesburg, RDECOM CG, said Moran is up to the task that is more than enough for one person. “If you look at his past, he’s proven he can do it,” Doesburg said. “I couldn’t have asked for a better PEO, and because of that, I’m confident in his ability as Senior Mission Commander and DCG for Operations. We’re not sure how it’s going to work, but he’s going to get it right,” he added.

Moran replaced COL David Bongi, who became the Installation Commander and Acting DCG for Operations in October 2003. Bongi has transitioned to his new position as DCG, SSC and Director for Homeland Security. For his last assignment, Bongi received the Meritorious Service Medal for what he achieved during his time in the position, according to Doesburg. The role of DCG for Operations was driven by the war on terrorism.

“This is the fourth time I’ve changed command, and it never gets easy,” Bongi said. “You think about all the things you’ve accomplished and what you wanted to accomplish. You always go away thinking what you still would have liked to do.”

Bongi said he’s enjoyed his time at SSC so far and as a 23-year infantry veteran, appreciates the accomplishments of the workforce as a consumer of products developed there. “SSC does something for the Soldier every day, and when it comes to supporting the warfighter, SSC does that better than anyone,” he concluded.

For more information about SSC, go to <http://www.natick.army.mil>.



Worth Reading

The Iraq War

John Keegan
Alfred A. Knopf, 2004, New York

Reviewed by Geoffrey French, a Counterintelligence Analyst with General Dynamics and former Logistics Specialist for the U.S. Marine Corps Reserve.

With *Operation Iraqi Freedom (OIF)* more than a year old, books on many aspects of the military conflict and its political causes and ramifications are beginning to appear. The honor for the first pure military history to emerge goes to John Keegan with his simply titled *The Iraq War*. Keegan is a first-class historian, with many prestigious books to his credit already. These range from straightforward texts on topics such as World War II to his innovative take on Soldiers’ experiences in famous conflicts, *The Face of Battle*.

For this reason, the expectations are high for Keegan’s work. Even without much time to separate him from the events, he proves himself able to approach the topic in an objective and serious manner. His access to certain high-level sources, such as GEN Tommy Franks, former Commander, U.S. Central Command, ensures that he has enough detail on both the planning and the execution of the invasion to make the work insightful. The firsthand accounts from the embedded unit reporters also provide valuable coverage of ambushes, engagements and maneuvers.

To that extent, the history works. In others, however, it falls flat. Although there is some prestige in producing the first history, there appears to be a price. This book does not meet Keegan’s past level of thorough research and polished language. First, the organization seems to suffer, with some repetition and the account of certain battles scattered throughout the three chapters that cover the fighting. Second, Keegan includes criticisms that seem to be both personal and out of place. His description of Franks, for example, includes a harsh aside about the “rigid processing of West Point” that encourages a “doctrinaire approach” and stifles free thinking. There are no footnotes to support or

explain his charge, which seems more likely to be found in a work by Stephen Ambrose than Keegan.

Finally, his historical research seems to have been lacking in certain parts of the book. In his section on the British military and, specifically, its experiences in Northern Ireland, he discusses the Irish Republican Army to the exclusion of the Ulster Freedom Fighters, which the army was originally inserted to face. This omission is not simply poor history, it is also uncharacteristic of other Keegan books.

However, purely as a source of information about *OIF*, the book does deliver. Its maps are useful and the text is clear. The narrative sheds light on the plans, missions, developments and surprises that Soldiers, Marines and pilots encountered.

For those interested in logistics and technology, there are particularly useful insights. The account of the 1st Marine Expeditionary Force as it entered Nasiriyah — and the subsequent confusion and friendly fire — shows how much more progress the U.S. military still has to make in integrating its intelligence, technology and communications both in and between its services. The logistical difficulties the Army's 3rd Infantry Division faced demonstrate the continued importance of planning and the challenges of getting the proper supplies to the front, especially as the military moves toward the "focused logistics" articulated in *Joint Vision 2010* and *2020*. *The Iraq War* will be a practical volume for those interested in the conflict. Although (or perhaps because) it is the first, ultimately it will not be the definitive account of the events it describes.

Contracting Community Highlights



In this issue, we shift our focus from the contracting endeavors so crucial to rebuilding Iraq to the long-standing support that the Army has provided to the Saudi Arabian National Guard (SANG). The feature article highlights the SANG Program and the support provided by U.S.

Army civilians in the Office of the Program Manager (OPM) SANG Modernization Program for more than 30

years. A diversified group of contracting personnel makes up OPM SANG's Acquisition Management Division (AMD) and executes the contracting responsibilities for this multibillion-dollar program. Although located on the other side of the world, AMD keeps abreast of the constantly evolving acquisition environment and regulations and coordinates directly with the Army Materiel Command's (AMC's) Office of Command Contracting. This feature article provides an insider's look at SANG and AMD, and provides valuable insight into how a remotely located contracting activity, such as AMD, maintains its vitality over the long term.

Ms. Tina Ballard

Deputy Assistant Secretary
of the Army
(Policy & Procurement)

Saudi Arabian National Guard Modernization Program

Bill McKinley

A 1973 agreement signed by Saudi Arabia's Crown Prince Abdullah bin Abdul Aziz Al-Saud and the U.S. government established the OPM-SANG Modernization Program's mission. The SANG's principle mission includes protection of oil fields, oil pipelines and holy Muslim sites as well as internal security in the Kingdom of Saudi Arabia. SANG's primary weapon system is the Light Armored Vehicle (LAV) and V150 armored vehicle. To assist the SANG, OPM-SANG (the U.S. element) has provided training and support for some of these weapons and other security-related services to the SANG for more than 30 years.

OPM-SANG personnel are directly involved with all aspects of SANG's force expansion and in helping develop a total army. Through OPM-SANG, the United States provides technical and contract supervisory assistance with functions such as organization, training, equipment, procurement, construction, maintenance, supply, administration and medical programs. OPM-SANG priorities include forming LAV-equipped brigades and upgrading SANG artillery. Additionally, a wide range of advice and support is being provided to SANG Health Affairs. Supporting both the LAV and medical programs is a robust construction program that is jointly managed by OPM and SANG personnel. OPM-SANG personnel exercise principal authority over the

planning, direction, execution and control of modernization efforts, which cover all SANG elements, missions, functions and requirements.

AMD

In the midst of all this action is the AMD at OPM-SANG. AMD consists of U.S. Army civilian employees. This small but highly skilled acquisition professional community executes contracting responsibilities for this multibillion-dollar program. AMD is responsible for all pre-award, negotiation and award and post-award administration of contracts in support of the SANG Modernization Program. AMD is a cradle-to-grave shop procuring National Guard antiterrorism equipment, training and support services; large facilities construction; and purchase of medical equipment and consumable supplies. Additionally, AMD provides all contracting support for OPM-SANG's operation and maintenance requirements in the Kingdom. These transactions involve highly complex service and construction contracts that may incorporate a mixture of contract types such as cost-reimbursable, cost-plus-fixed-fee, firm-fixed-price and cost-plus-award-fee. Contracts currently administered by AMD range in value up to \$200 million.

AMD Personnel

AMD is supported by various contracting positions including procurement technicians, agents and analysts; administrative assistants; contract specialists; and branch and division chiefs — 23 positions in all. Although this operation is far from the mainstream of Army acquisition, this contracting activity maintains ties to DOD's ever-changing acquisition world. AMD coordinates directly with AMC. In addition, AMD maintains and follows all contracting guidance issued by the AMC Office of Command Contracting. AMD also subscribes to various federal and DOD publications to ensure that it stays up-to-date on all federal, defense and agency regulations. Per these regulations, AMD publishes its own contracting standard operating procedures and policy memorandums.



A SANG LAV on patrol protects Saudi Arabia's borders from potential intruders. OPM-SANG's AMD has played an integral role in helping the Saudis modernize their military. (U.S. Army photo.)

Contract Training

To ensure that its employees are able to maintain their skill levels, OPM-SANG adheres to all training requirements mandated by DA and AMC for career development. AMD employees who occupy contracting positions are required to meet the minimum requirements to obtain *Defense Acquisition Workforce Improvement Act (DAWIA)* certification levels for their assigned positions. All employees in an acquisition position are required to establish an Acquisition Career Record Brief online. Although located overseas, OPM-SANG allows its contracting employees to take one on-site

temporary duty course per year and provides time for online course completion. This support is provided to meet the Under Secretary of Defense for Acquisition, Technology and Logistics Continuous Learning Policy. The policy's purpose is to ensure acquisition professionals develop and stay current in leadership, disciplinary and functional skills. Currently, all AMD contracting employees meet or exceed *DAWIA* certification levels for their assigned positions.

OPM-SANG Quality of Life

Many people have preconceived visions of Saudi Arabia complete with camels, date palms, miles of sand dunes and blazing heat. All that exists here, but not as depicted in Hollywood movies. Once arriving in the Kingdom, your senses are stimulated almost to the point of overload. Once you have recovered from the jetlag and start to remember which day it is, you begin to appreciate OPM's "quality of life," which many employees say is among the best in the Army. OPM-SANG is especially proud of its recreation and morale support activities, which include athletic facilities, local tours, travel and educational programs. In addition, OPM-SANG hosts various cultural events to give its members a true flavor of its host nation's heritage.

Recruitment

In an overseas environment such as Saudi Arabia, there is always a turnover of key employees. To meet the continuous challenge of maintaining the required knowledge and skill levels the SANG has come to expect, AMD is constantly

recruiting highly skilled and motivated individuals to fill key contracting positions. All key positions are advertised through the Army Civilian Personnel On Line (CPOL) Web site at <http://cpol.army.mil>. Individuals interested in challenging and adventurous overseas tours should check the Army CPOL Web site for contracting opportunities with OPM-SANG, Riyadh, Saudi Arabia. Please note that positions advertised for OPM-SANG are unaccompanied positions.

Massalama (Goodbye)

The SANG has come a long way since the U.S. and Saudi Arabian governments signed the agreement in 1973. SANG modernization and expansion has continued at a rapid pace since the Gulf War. The modern descendant of the Bedouin "white army," whose warriors rode horses over towering sand dunes into battle, have been replaced with infantry brigades that crest the dunes in specially designed LAVs. As SANG moves forward with its 10-year vision, OPM-SANG personnel will continue to be directly involved with all aspects of SANG's growth, and the AMD contracting workforce will certainly play a significant role in the program's success. For additional information regarding OPM-SANG and AMD, visit the OPM-SANG Web site at <http://www.opmsang.sppn.af.mil>.

Bill McKinley is the AMD Chief at OPM-SANG. He has both a B.S. in business administration and an M.S. in public administration from the University of Arizona. McKinley is an Army Acquisition Corps member and is Level III certified in contracting.

News From the Field

U.S. Army Tank-automotive and Armaments Command, Rock Island (TACOM-RI), IL, Contractor Supports the War Effort. Power Manufacturing Inc. (PMI) currently produces the shop equipment, welding (SEW) for Product Manager Sets, Kits, Outfits and Tools (PM SKOT). In August 1999, TACOM-RI awarded a 5-year SEW contract to PMI, Covington, TN. A second long-term (10-year) indefinite delivery indefinite quantity contract was competed and awarded to PMI in March 2003. These mobile sets replace outdated weld shops fielded in the mid-1980s and fill shortages for those units not currently possessing this capability.

Recently, PMI received a request from a unit in Iraq for replacement consumables for a fielded SEW. To support this immediate requirement, PMI provided the unit a package of replacement consumable parts at no charge. The field unit contacted PMI Program Manager Rod Georgens, who quickly prepared the package and sent it directly to the unit to meet its needs. This critical support from PMI for our Soldiers in the field — without regard for monetary reward — was greatly appreciated and PMI is highly commended for its patriotism and partnership.



Cheryl Cretin, WSMR Director of Contracting, conducts an "RFP Academy" Workshop June 9, 2004, in Albuquerque. (U.S. Army photo.)

ACA Southern Region Hosts Army Opportunities Day.

The Army Contracting Agency (ACA), Southern Region Directorate of Contracting at White Sands Missile Range (WSMR), NM, and the Albuquerque Small Business Development Center jointly hosted an Army Opportunities Day in Albuquerque June 9, 2004. Contracting professionals from five ACA installations: Fort Bliss, TX; Fort Huachuca, AZ; Fort Sam Houston, TX; WSMR; and Yuma Proving Ground, AZ — as well as small business representatives from the New Mexico Army National Guard Bureau, Santa Fe, NM, and the Army Corps of Engineers, Albuquerque — briefed attendees representing more than 120 local business concerns on the types of acquisitions awarded by their respective offices.

Later in the program, attendees were given the opportunity to meet individually with the speakers and with representatives from the Small Business Administration, General Services Administration (GSA), Rio Grande Minority Purchasing Council and the New Mexico 8(a) Association. The next day, Cheryl Cretin, WSMR Director of Contracting, conducted a Request for Proposal (RFP) workshop. The workshop's purpose was to provide government contracting and other information that will enable prospective offerors to prepare for competitive responses to RFPs. Eighty-five

local business concerns attended. The Army Opportunities Day events were an excellent example of industry outreach and were highly successful in engaging the local business community, promoting small-business issues and increasing the competitive base.

AMCOM EXPRESS Acquisition Strategy Approved. On March 2, 2004, the Aviation and Missile Command (AMCOM), Redstone Arsenal, AL, became the first Army Materiel Command (AMC) organization to have an acquisition strategy — AMCOM EXPRESS (Expedited Professional and Engineering Support Services) — reviewed under the Management and Oversight of Acquisition of Services Process guidance. The policy, published by the Deputy Assistant Secretary of the Army (Policy and Procurement) on Oct. 9, 2003, is applicable to all services' acquisitions with a planned value of \$500 million or more and provides for review by an Army Acquisition Strategy Review Panel comprising senior Army leaders.

The AMCOM EXPRESS acquisition strategy establishes a Blanket Purchase Agreement (BPA) program using GSA Federal Supply Schedules for the acquisition of advisory and assistance services. Four domains were established based on the requirements of AMCOM and its customers: logistics, programmatic, technical and business/analytical.

To support small business goals, the business/analytical domain will be reserved for small-business prime team leaders. Although the logistics, programmatic and technical domains will be open to both large and small-business prime team leaders, most BPA awards in these three domains will be reserved for either small business or 8(a) prime team leaders. A minimum of 16 BPAs will be awarded under AMCOM EXPRESS, with at least 12 BPAs reserved for small and 8(a) prime team leaders.

USACCE Supports D-Day's 60th Anniversary. The U.S. Army Contracting Agency, Contracting Command Europe (USACCE), Regional Contracting Office, Benelux (RCOB) was tasked with providing full-service contracting support in the planning, acquisition and execution of the Allies' 60th Anniversary of D-Day. Their execution of this highly visible mission was flawless and won them the respect and admiration of personnel from many nations.

A dedicated team of contracting professionals from RCOB worked countless hours in the months preceding the event providing business advice and lending professional contracting expertise to the planners and organizers. They

established a remote site office in Normandy, France, to be more responsive to requirements and questions from organizers, requiring activities and local vendors.

The contracting office awarded several contract instruments valued at several million dollars to support the D-Day commemoration, veterans, visitors and dignitaries, as well as for the day-to-day operation of the massive infrastructure assembled onsite.

Chief among the many accolades received was from GEN Burwell B. Bell III, Commanding General, U.S. Army Europe, who specifically singled out RCOB for its outstanding support of this important historic event.

ITEC-4 West Provides Valuable Training at Fort Belvoir, VA. Information Technology, E-Commerce and Commercial Contracting Center (ITEC-4)-West Contracting Officer Linda Van Collie and Contract Specialist Cynthia Hall were recently recognized by COL Brenda Crutchfield, Director, U.S. Army Network Operations and Security Center (ANOSC) for exceptional support provided during a June 2004 visit to Fort Belvoir, VA. Crutchfield commended ITEC4-West for the informative training sessions provided by this contracting team.

Two different training sessions were conducted by ITEC4-West. The first was a joint session for both contractor and government personnel working in the ANOSC. The training's purpose was to apprise a diverse workforce of the rules of engagement for working in an integrated environment. This included instruction on inherently governmental functions and how to avoid contracting for personal services. The second session was a government-only session to provide the government workforce additional information on working successfully with contractors. According to Crutchfield, these training sessions brought clarity and resolution to some complex workplace issues related to government and contractor interaction in the workplace. In addition to the group training sessions, one-on-one instruction to the contracting officer's representative (COR) and assistant COR was provided regarding contract-specific procedures and processes. The group sessions and individual instructions were both well received by the Network Enterprise Technology Command ANOSC customer.

AFSC Employee is Key Contributor to M864 Recapitalization Program. Contract Specialist Janis Tedell from the Propellants/Explosives and Artillery Branch, Army Field Support Command (AFSC), Rock Island, IL, is recognized

as the key contributor to the successful solicitation and award of the M864 Recapitalization Program — a critical Project Manager Combat Ammunition Systems (PM CAS) requirement. Tedell crafted concise, streamlined source-selection criteria and procedures. Her suggested use of effective source-selection tools such as oral presentations resulted in award of three highly complex contracts in just 72 days from the time the RFP was released to the date of actual award. This accomplishment has been publicly applauded by PM CAS and has been used as an example for excellence in contracting. In administering these three contracts, Tedell's contracting expertise and quick actions have kept the contract milestones on target despite almost 30 contractual issues over the contracts to date.

SECARMY Awards for Excellence in Contracting

The annual Secretary of the Army (SECARMY) Awards for Excellence in Contracting were presented May 25, 2004, in conjunction with the Army's Principal Assistant Responsible for Contracting (PARC) Conference in Orlando, FL. The Acting Secretary of the Army/Under Secretary of the Army, Les Brownlee, presented the awards and Deputy Assistant Secretary of the Army for Policy and Procurement Tina Ballard provided welcoming and closing remarks. LTC Jeannette Jones served as the event Master of Ceremonies.

The SECARMY Awards for Excellence in Contracting commend exemplary contracting organizations and individuals. These Armywide awards honor excellence and leadership in various contracting activities and recognize contracting individuals and organizations that excel in customer satisfaction, productivity, process improvement and quality enhancement. The 2003 award recipients are:

Outstanding Contracting Officers

- **Installation-Level Center (Military).** MAJ Robert J. Brinkmann, Fort Hood Contracting Command, Army Contracting Agency (ACA) Southern Region, Fort Hood, TX.
- **Installation-Level Center (Civilian).** E. Rebecca Coon, Fort Hood Contracting Command, ACA Southern Region, Fort Hood.
- **Installation-Level Satellite (Civilian).** James A. McDavitt, Army Reserve Contracting Center, Minneapolis Satellite Office, ACA Northern Region, Minneapolis, MN.

- **Specialized Contracting (Military).** MAJ James Downs, Defense Contract Management Agency (DCMA) Boeing Philadelphia/DCMA Sikorsky, Philadelphia, PA.
- **Specialized Contracting (Civilian).** Carol D. Alkhafi, Space and Missile Defense Command (SMDC) Battle Lab, Colorado Springs, CO, SMDC, Huntsville, AL.
- **Systems Contracting (Civilian).** Vicki L. Ahlgrim, U.S. Army Tank-automotive and Armaments Command (TACOM), Warren, MI.
- **Contingency Contracting (Military).** MAJ Darlene M. Urquhart, Kandahar Airfield Contracting, ACA Southern Region, Kandahar, Afghanistan.

Unit/Team Awards

- **Systems Contracting.** Stryker Contracting Team, TACOM, Warren.
- **Specialized Contracting.** Long-Term Contracts — Fort Rucker Team, Aviation and Missile Command, Redstone Arsenal, AL.
- **Installation-Level Contracting Center.** Southern Region Contracting Center, ACA Southern Region, Fort McPherson, GA.
- **Installation-Level Contracting Satellite.** Fort Campbell Directorate of Contracting, ACA Southern Region, Fort Campbell, KY.

Special Awards

- **Professionalism in Contracting (Military).** COL Steven R. Boshears, Director, ACA Northern Region.
- **Professionalism in Contracting (Civilian).** Colleen Burns, Director of Contracting, Fort Bliss, ACA Southern Region, Fort Bliss, TX.
- **Exceptional Support of the *Javits-Wagner-O'Day (JWOD) Act* Program.** William R. Dedeker, 88th Regional Support Command, ACA, Fort Snelling, MN.

USACCE Presents HCA Awards

On April 20, 2004, Sandra Sieber, Army Contracting Agency Director, presented the 2003 U.S. Army Europe (USAREUR) Head of Contracting Activity (HCA) Awards for Contracting Excellence during the U.S. Army Contracting Command, Europe (USACCE) annual conference. The 12 awards presented for outstanding achievement and mission accomplishment during FY03 follow.

Outstanding Contracting Officer's Representative

Mark Stillwagon, for his work on the Guard Services Contract for Task Force Eagle. He was nominated by the Wiesbaden, Germany, Contracting Center (WCC).

Customer Recognition Award

The 104th Area Support Group Directorate of Public Works — nominated by WCC.

Special Recognition for Contracting

Sandra Van Beneden, Regional Contracting Office (RCO)

Benelux

Darryl Majors, RCO Seckenheim, Germany

William Nupp, RCO Vicenza, Italy

Clifford Moy, RCO Vicenza, Italy

Outstanding Support to Contingency Contracting (Civilian)

Mark Vaccaro, RCO Wuerzburg, Germany

Outstanding Support to Contingency Contracting (Military)

SSG(P) James Hurt, WCC, Germany

Professional of the Year (Civilian)

Rene Peeters, RCO Benelux

Professional of the Year (Military)

MAJ Jeffrey Harrington

Outstanding Team or Division

Team South-Operation Iraqi Freedom (OIF) — this cadre of five USACCE military personnel distinguished themselves in the initial months of OIF.

Award for Best Contracting Office

Presented for the third straight year to RCO Vicenza, Italy — Robert Attaway, Office Chief.

**Army Management Staff College —
CP-14 SBLM Graduates**

The Army Management Staff College prepares sustaining base leaders — military and civilian — to support the Army's mission and our Nation's Soldiers in times of conflict and peace. One course of study that directly supports this goal is the Sustaining Base Leadership and Management (SBLM) Program. The SBLM Program provides graduate-level professional development across all Army functional areas. Students are taught the "Army business" along with the development of key skills such as leadership, communication and problem solving. This next generation of leaders prepares to guide Army sustaining base operations and programs — anything that gets Soldiers and their supplies and equipment to the battlefield, sustains them while they are there, gets them home safely after the conflict has ended and ensures the self-sufficiency of their families while they are deployed.

We are pleased to recognize the following CP-14 SBLM Class #04-1 graduates:

Bell, Tony J.	Army Test and Evaluation Command, Fort Bragg, NC
Carroll, Kimberly V.	HQDA, Arlington, VA
College, Linda J.	Communications-Electronics Command (CECOM), Fort Monmouth, NJ
Hurst, Peggy L.	Network Enterprise Technology Command, Fort Huachuca, AZ
Jablonski, Gail M.	CECOM, Fort Monmouth
Kelemen, Michael R.	CECOM, Fort Monmouth
Latimore, Toye Y.	Surface Deployment and Distribution Command, Alexandria, VA



Sandra Sieber, ACA Director (second from left) and COL Victoria Diego-Allard, USAREUR Principal Assistant Responsible for Contracting (far right) with some of the personnel from the award-winning RCO Vicenza.

Lovata, Leslie J.	Army Contracting Command, Seoul, Korea
McClure, Lark W.	Letterkenny Army Depot, Chambersburg, PA
McKellery, Edna E.	Defense Contracting Command-Washington, Washington, DC

2004 Army PARC Conference

Deputy Assistant Secretary of the Army for Policy and Procurement Tina Ballard hosted the Army Principal Assistant Responsible for Contracting (PARC) Conference May 24-25, 2004, in Orlando, FL. The conference provided a forum for Army senior leaders and contracting professionals to benefit from collective experience, discuss ideas and develop strategies to continuously improve Army acquisition processes, policies and techniques.



Acting Secretary of the Army Les Brownlee addresses participants at the 2004 Army PARC Conference in Orlando, FL.

The conference agenda included speakers and panel participants who represented a wide array of Army and DOD contracting knowledge and experience. It also included numerous Army contracting topics that stimulated interesting discussion and dialog

among the participants. Ballard held special sessions with the PARCs, titled *Crosstalk-Army Challenges*.

Special guest speakers included the Acting Secretary of the Army Les Brownlee and Director of Defense Procurement and Acquisition Policy Deidre Lee. Each provided valuable information and insight into the Army's role in Iraq and subsequent emerging acquisition policy. Brownlee thanked Daniel Mehney, the U.S. Army Tank-automotive and Armaments Command PARC, for his outstanding support to the Iraqi reconstruction efforts.

Competitive Professional Development Opportunity

The Office of the Assistant Secretary of the Army for Acquisition, Logistics and Technology (ASAALT) is offering 1-year developmental assignments to all DA employees at the GS-12 level (or Acquisition Demonstration broadband equivalent) in the Contracting and Acquisition Career Program (CP-14). The Contracting Career Program Office funds travel and temporary duty costs. For details, see the memorandum titled *FY 2005 Competitive Professional Development (CPD) Announcement for the Contracting and Acquisition Career program (CP-14)* at <http://asc.army.mil/docs/programs/cp/FINAL%20CPD%20ANNOUNCEMENT.pdf>.

ASAALT has two developmental employees who would be happy to share their experiences with you. For information, please e-mail Tina Grove at tina.grove@hqda.army.mil or JoAnn Lee at leej4@hqda.army.mil.

The U.S. Army Acquisition Support Center at Fort Belvoir, VA, can also provide additional information about this opportunity. Contact Sally Garcia at (703) 805-1247/DSN 655-1247 or sally.garcia@us.army.mil. Online information is also available at <http://asc.army.mil/programs/cp/opportunities.cfm>.

Army CP-14 Intern Training Program

The U.S. Army's Contracting and Acquisition Management Development Program (CMDP) is a robust, sequential career development program that underpins the Assistant Secretary of the Army for Acquisition, Logistics and Technology goal of cultivating contracting business managers. CMDP is an entry-level, civilian career ladder program providing a solid foundation in the skills, processes and competencies that contracting professional require throughout their careers. Interns enter federal service as full-time employees under the Contracting and Acquisition Career Program 14 (CP-14), 1102 series and are eligible for all benefits offered to the federal workforce. All accepted participants must possess a baccalaureate degree with a minimum of 24 academic hours in business-related courses.

Specialized training during the intern program is accomplished in four ways:

- Formal instruction
- On-the-job training
- Rotational cross training
- Informal in-house training

Successful completion of the management training program leads to a full-performance federal acquisition career with the potential to move into mid- or high-level management positions. Graduates are well on their way to satisfying the requirements for Level II and Level III certification in the contracting career field under the *Defense Acquisition Workforce Improvement Act*, which can lead to a classification of Corps Eligible or full Army Acquisition Corps membership.

We are pleased to recognize the following FY04 Army CP-14 Intern Training Program graduates — congratulations to all!

Army Contracting Agency (ACA)

Gale, David	Fort McPherson, GA
Goggin, John	Fort Irwin, CA
Jordan, Cheri	Fort McPherson, GA
Payne, Arnold	Fort Leavenworth, KS
Templin, Gary	Fort Irwin, CA

Army Materiel Command

Army Field Support Command

Rock Island, IL

Bakewell, Keith	Luchsinger, Bryan
Guy, Emily	Van Hyfte, Troy
Luchsinger, Brett	

Aviation and Missile Command

Redstone Arsenal, AL

Balaban, Barbara	Freese, Nicole
Beddingfield, David	Ivy, Dianne
Blake, Malissa	Lagewaard, Cynthia
Brandebourg, Pamela	Moore, Netausha
Clemmons, Rhonda	Morris, Donna
Cole, Jacqueline	Pride, Temica
Cook, Sharon	Smith, Stephanie
Davis, Deon	Taylor, Dawn

Communications-Electronics Command

Fort Monmouth, NJ

Boyle, Brett	Dennis, Julieanne
Custer, Seth	Kolb, Kimberly

Lazenby, Malinda
Leonard, Donald

McGee, Shante

Tank-automotive and Armaments Command (TACOM) Rock Island, IL

Calhoun, Chris	Meenan, Anthony
Egan, Robert	Washington, Tonya
Fraser, Nancy	

TACOM

Warren, MI

Brown, Francine	Ferrara, Richele
Cloft, Joseph D.	Liedke, Catherine
DePoorter, Keith	VanHulle, Dawn

DAR Council Corner

DFARS Transformation —

Procedures, Guidance and Information

In keeping with DOD's transformation goals and objectives, the Under Secretary of Defense for Acquisition, Technology and Logistics directed a comprehensive review and transformation of the *Defense Federal Acquisition Regulation Supplement (DFARS)* and its operational proceedings.

The transformed *DFARS* will contain requirements of law, DOD-wide polices, delegations of *FAR* authorities, deviations from *FAR* requirements and policies/procedures that have a significant effect on the public. Existing *DFARS* text that does not fall into one of these categories, but is still useful to contracting officers, will be relocated to a new *DFARS* companion resource: *Procedures, Guidance and Information (PGI)*. On Feb. 23, 2004, DOD published a proposed rule establishing the framework for *PGI* (*Federal Register Vol. 69, No.35, Pages 8145-8146*).

PGI publication will commence during the summer/fall of 2004 and will contain:

- Mandatory internal DOD procedures — *DFARS* will direct compliance with mandatory procedures using imperative language such as "Follow the procedures at ..." or similar directive language.
- Nonmandatory internal DOD procedures and guidance and supplemental information to be used at the contracting officer's discretion — *DFARS* will point to nonmandatory

procedures, guidance and information using permissive language such as “The contracting officer may use ...” or “Additional information is available at ...” or other similar language.

Because *PGI* will not contain policies or procedures that significantly affect the public, it will not be published in the *Federal Register* or the *Code of Federal Regulations*, nor will it be subject to public rulemaking requirements. *PGI* will be openly available on the World Wide Web and will be linked electronically to *DFARS*. The DAR Council will update *PGI* in a manner similar to that used for updating the online *DFARS*, such as posting of Change Notices and a free “News” service to subscribers. The general public can comment on *PGI* by submitting their comments to the DAR Council Director on an “as-needed” basis.

For more information on the *DFARS* transformation process, go to <http://www.acq.osd.mil/dpap/dfars/transf.htm>.

This information is provided by DAR Council Army Policy Member Barbara Binney, who may be contacted at (703) 604-7113.

U.S. Army-Sponsored eCYBERMISSION Launches Third Competition

The U.S. Army announced the kickoff of the third annual eCYBERMISSION competition, a free Web-based science, math and technology competition for 6th through 9th grade students. This highly successful program was designed to increase students’ interest in science, math and technology disciplines, and is now accepting student registrations at www.ecybermission.com. Participation in eCYBERMISSION last year culminated in the 2004 National Judging and Educational Event, where 16 first-place teams, four from each region and grade, participated in an array of educational activities, presented their projects to a panel of professional judges and were honored at a prestigious awards banquet hosted by the U.S. Army.

“The success of the 2003-2004 eCYBERMISSION competition demonstrates that our Nation’s children are interested in making a difference, contributing to their communities and exploring a variety of science, math and technology disciplines,” said Kelly Stratchko, eCYBERMISSION Program

Manager. The structure of eCYBERMISSION allows students to identify a community problem and then use science, math and technology to solve it. During the competition, teams conduct research and experiments to test their hypotheses, reach out to community leaders and communicate with online CyberGuides — Army personnel who are experts in science, math and technology. Teams must identify how their solution affects the community and what their plans are for implementation and next steps.

Registration for eCYBERMISSION began Sept. 1, 2004, and is open through Dec. 13, 2004. The competition is open to all students in grades 6 through 9 across the United States and to students enrolled in DOD Education Activity schools throughout the world. The deadline to submit completed projects is Feb. 21, 2005. For more information about eCYBERMISSION, go to www.ecybermission.com.

In addition, volunteers are needed to help spread the word about eCYBERMISSION and encourage students of diverse backgrounds and proficiency levels to participate. Over the past 2 years, eCYBERMISSION volunteers have included hundreds of Active and Reserve military personnel and DOD civilians with security clearances serving as CyberGuides and ambassadors. CyberGuides must be able to spend 4 hours per week interacting with students online to provide guidance and support. Ambassadors promote the competition to their local schools and community groups, contributing 15-20 hours per month between August and November.

For additional information, contact either the U.S. Army Research, Development and Engineering Command Public Affairs Office at (410) 436-4345 or public.affairs@apega.army.mil or the eCYBERMISSION Mission Control at 1-866-GO-CYBER or missioncontrol@ecybermission.com. To register as a volunteer, go to www.ecybermission.com.

Did You Know?

Results from the 2004 *Army AL&T* Magazine Readership Survey can be found on the U.S. Army Acquisition Support Center’s Web site. Please visit <http://asc.army.mil> to see our readers’ survey responses.



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