



IA TIMES

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AUSA Looks Forward to the 2012 AUSA Winter Symposium and Exposition



Assistant Secretary of the Army (Acquisition, Logistics, and Technology).

A central focus of the symposium is the Army's progression toward transforming while conducting combat operations. Special emphasis will be devoted to the indispensable role that our industry partners provide to the United States Army. Guest presentations and panel discussions will provide a myriad of information as it relates to the direction and progress of balancing resources, equipment, personnel, doctrine, and training to provide the essential protective umbrella that our nation deserves.

The Army has made a substantial investment of time and resources to focus on how best to do business and accomplish the mission of defending the citizens of the United States and fulfilling international commitments. The presentations at the 2012 AUSA Winter Symposium will highlight the efforts that AMC, TRADOC, and other Army organizations have made towards transforming the Army using an "Enterprise Approach" to management.

Support to our Soldiers will be balanced, focused, and technologically superior to any Army in the world. Senior Army, DoD, and industry leaders will provide dialog and information on the progress of our efforts to modernize and sustain the force and more importantly, win on any battlefield.

Our agenda includes top military and civilian leadership from the Army, DoD, and industry. Participants will be available for challenging questions from the audience.

AUSA's Institute of Land Warfare will present an unclassified symposium open to AUSA Sustaining Members, military and Department of Defense guests and industry leaders, 22 – 24 February 2012 at the Greater Fort Lauderdale/Broward County Convention Center in Fort Lauderdale, Florida. The theme of this event is "America's Army: Decisive Force."

The key objective of AUSA's ILW Winter Symposium will be to provide an open forum for attendees to interact and participate in discussions about the Army modernization efforts and immediate needs of our Soldiers in harm's way.

The three-day event will include participation from the United States Army Materiel Command, the United States Army Training and Doctrine Command, and the Office of the

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President's Corner



*GEN Gordon R. Sullivan, USA Retired
President, AUSA*

Our 57th Annual Meeting recently came to a close and we are glad to see the meeting was one of our most successful ever. As always, we are thankful for the participation of our industry and Army partners – your help is instrumental in making the Annual Meeting a reality. This year our expanded floor space provided an excellent opportunity for our Sustaining Members to display their goods and services. With strong participation by Army leadership, as well as a compelling lineup of ILW Contemporary Military Forums and Family Forums, the AUSA Annual Meeting again drew more than 35,000 attendees. We hope to carry this momentum into next year and to continue providing you with quality professional and business development opportunities.

Winter is coming, and that means our next symposium is right around the corner. This year our Winter Symposium and Exposition will focus on how the Army and our industry partners can approach Army transformation while combat operations remain ongoing.

Ensuring modernization progresses and that our Soldiers have access to the tools they need during a draw down is no small feat. To address these difficulties we have put together some of our most diverse panels yet, which will include participation of joint services, industry, government civilians, and academics. We hope these sessions provide new ideas and insights into the management challenges Army and industry leaders are likely to face, and help them tackle the difficult decisions on how best to keep our Army and Soldiers strong with fewer resources at their disposal.

2012 Events

- | | |
|-------------------------|--|
| 11 – 13 January | AUSA ILW Army Aviation Symposium & Exposition
Gaylord National Hotel and Convention Center
National Harbor, MD |
| 22 – 24 February | AUSA ILW Winter Symposium & Exposition
Greater Fort Lauderdale/
Broward County Convention Center
Fort Lauderdale, FL |
| 7 – 10 May | SOFEX 2012
Special Operations Forces Exhibition and Conference
King Abdullah I Airbase
Amman, Jordan |
| 8 – 10 May | AUSA ILW Army Sustainment Symposium & Exposition
Greater Richmond Convention Center
Richmond, VA |
| 11 – 15 June | Eurosatory
Paris-Nord Villepinte
Paris, France |
| 19 – 20 June | AUSA ILW Combined Arms Maneuver Symposium
Marriott Kansas City
Downtown
Kansas City, MO |

Join us in the USA Pavilion in 2012!

SOFEX	Eurosatory
7 - 10 May	11 – 15 June
Amman, Jordan	Paris, France

Please mark your calendars to exhibit at these exciting international tradeshow! For more information, please contact LexaLynn Hooper at lhooper@ausa.org or Amy Frankenstein at afrankenstein@ausa.org.

Sponsor Profile:

BAE SYSTEMS

BAE Systems is a global defense and security company that delivers a full range of products and services for air, land, and naval forces, as well as advanced electronics, security, information technology solutions, and customer support and services.

BAE Systems, Inc. is headquartered in the U.S. in Arlington, VA, and led by Linda Hudson, President and CEO. BAE Systems, Inc. – an AUSA Sustaining Member – ranks among the top U.S. defense contractors and continues to deliver affordable, versatile solutions for the U.S. Army. The organization's more than 45,000 employees (more than 39,000 in the U.S.) are the driving force behind the company's proud and proven history of leveraging the best of its global capabilities to rapidly deliver services, electronics, and products to those who protect and defend the nation.

At BAE Systems, employee commitment to customer mission is demonstrated through the products they develop and the services they deliver, from advanced electronics to life-saving combat and tactical wheeled vehicles.

BAE Systems utilizes an innovative and cost-effective approach to address the pressing needs of its customers. When it was discovered that three out of four helicopter accidents in Iraq and Afghanistan were attributed to brownout conditions, BAE Systems quickly responded by developing its Brownout Landing Aid System Technology (BLAST), a situational awareness solution that helps helicopter pilots see in degraded visual environments (DVE). The company utilized "off-the-shelf" technology garnered from already-fielded systems in developing BLAST, which addresses the urgent need for rotorcraft operation in DVE, such as brownout, fog, and smoke.

BAE Systems is currently the world's number one provider of thermal weapon



BAE Systems is helping to protect soldiers on the front line by providing important survivability enhancements for the Bradley Fighting Vehicle, already one of the Army's most survivable vehicles.

sights, giving Soldiers the ability to see through obscured visibility conditions, day or night. The company strengthened its capability in the design and manufacture of electro-optical systems through its acquisition of OASYS Technology. Through this addition to the company, BAE Systems has completed its 2,000th delivery of the StalkIR®, one of the highest performing and smallest thermal monoculars available, providing troops with increased situational awareness and targeting capability on the battlefield.

As a leading provider of warfighter protective and load carrying equipment in the U.S., BAE Systems produces a significant portion of the nation's body armor, tactical vests, combat helmets, and load carrying systems. The company's focus on the design, development, and production of leading edge survivability products, the integration of advanced materials into manufacturing, rigorous product testing, and field trials all support Soldiers. As an example, BAE Systems recently completed the production of more than 15 million Modular Lightweight Load Carrying Equipment (MOLLE)

components in support of contracts primarily for the Army and the Defense Logistics Agency. The company has also produced more than one million Hard Armor Inserts.

BAE Systems is a world leader in the design, production, and service support of armored combat and tactical wheeled vehicles. For example, BAE Systems took the combat-proven Bradley Fighting Vehicle and recapitalized it in support of the Army's Armored Multi-Purpose Vehicle (AMPV) program as a cost-effective and flexible solution to replace the M113. The vehicle, with a common lower chassis, can be reconfigured with one of four different tops including a high-back top, mid-back top, a low-back top, and a mortar top – providing the Army with flexibility in deciding which top best meets mission needs. The company plans to re-use existing assets that the Army already owns to produce the Bradley AMPV, which means lower costs, decreased training and maintenance requirements, and a reduced logistical footprint.

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On the Hill with AUSA's Government Affairs

The Directorate of Government Affairs coordinates AUSA's activities related to the U.S. Congress and Administration. The Directorate helps maximize the Association's and members' participation in the legislative process and advocates for the Army, Soldiers (past, present, and future), and their families. Additionally, the Directorate monitors congressional activity and reports to our members to ensure they are well informed and prepared to be active in the legislative process.

Members of Congress and Staff Visit AUSA Annual Meeting

AUSA hosted numerous members of Congress and key congressional staff at its 2011 Annual Meeting held recently at the Walter E. Washington Convention Center.

AUSA President GEN Gordon R. Sullivan, USA, Ret., hosted more than 200 staff members at the Congressional Staff Breakfast. Also in attendance were general officers and senior Army leadership, as well as AUSA leadership.

The breakfast gave speakers Secretary of the Army John M. McHugh and Chief of Staff GEN Raymond T. Odierno the opportunity to present current themes and messages to the congressional staff. It also allowed AUSA and the Army to thank the staff for their hard work and highlight the importance of maintaining a strong and open relationship.

It was a record-breaking year for visits by key members of Congress to the Annual Meeting and, in particular, the exhibit floor. Eighteen members, including House Armed Services Committee Chairman Rep. Buck McKeon, R-CA, and Rep. Norm Dicks, the top Democrat on the House Defense Appropriations Subcommittee, toured the Exposition. After Rep. McKeon's tour, he remarked how productive it was and how it gave him the opportunity to meet with numerous industry representatives and see the latest technology in a short period of time.

Army Chief Concerned About Budget Cuts

How to deal with the current budget crunch was a recurring theme during this year's Annual Meeting.

While accepting the estimated \$450 billion cut in defense funding expected in the next decade, GEN Odierno said his biggest concern is the potential of further cuts to the Army's budget if the congressional "super committee" is unable to find a way to cut \$1.2 trillion from the national debt over ten years. Failure would result in an automatic "sequester" of that amount from discretionary federal spending, about half of which would hit national security programs.

"That would be devastating to the joint force, and particularly the Army, threatening the all-volunteer force and 'hollowing out' the military," Odierno warned.

Odierno said at a press conference that the Army will probably have to cut personnel end strength below the 520,000 goal it had set before the deficit reduction act, but he did not know how low it would go.

Later he said, "Cutting too fast risks destroying the force and the trust between the Soldiers and their leaders, which is the foundation of everything we do."

The chief urged the nation's leaders to remember the lessons of history, when in periods of fiscal austerity and peace the Army was cut so deeply it was unprepared for the next conflict. He

stressed the need to maintain a flexible, versatile Army as part of the joint force.

GEN Odierno reiterated his position at a recent hearing before the House Armed Services Committee. He told panel members that deeper cuts to the defense budget would result in a further reduction than the already announced reduction of 27,000 troops. "We're going to have to significantly reduce the Army" to meet the \$465 billion reduction, he said.

Odierno also told key lawmakers that rebuilding military forces after a decade of war was a priority. He stressed that over the next several years, the war funding account — known as the Overseas Contingency Operations fund (OCO) would play a critical role in helping the military repair and replace weapons and equipment worn down by years of high use. The fund declined from more than \$157 billion in fiscal 2011 to a request of about \$118 billion for fiscal 2012, which both Appropriations panels have supported so far this year.

"I cannot overstate how critical it is in ensuring our Soldiers have what they need while serving in harm's way," Odierno said, "as well as the vital role OCO funding plays in resetting our formations and equipment, a key aspect of our current and future readiness. Failing to sufficiently reset now would certainly incur a higher future cost, potentially in the lives of our young men and women fighting for our country."

AUSA's Family Programs

AUSA's Family Programs Directorate is both an advocate and a resource for Army families. Our work includes ensuring that Army families have the latest information about family readiness programs, education and scholarship opportunities, spouse employment initiatives, military health care, wounded warrior and family issues, and many other topics important to Army families.



Project HERO



AUSA Family Programs staff believes that by informing military families about programs and benefits, we enable them to make good choices when addressing the challenges they may experience. The information contained within this article provides valuable information for veterans and the family members who may be assisting them to access the care they need.

Project HERO (Healthcare Effectiveness through Resource Optimization) is a Congressionally-mandated five year demonstration project which was competitively awarded by the Veterans Health Administration (VHA) to Humana Veterans Healthcare Services, Inc. (Humana Veterans) in October 2007. The contract covers medical/surgical services, mental health services, diagnostic services, and other specialty services in four Veterans Integrated Service Networks (VISNs), which span 23 states. If the Department of Veterans Affairs (VA) exercises all contract option periods, the program will run through 30 September 2012. VA facilities not under the contract continue to use the

old system and the patient has to find a doctor and make his/her own appointment.

Project HERO has evolved into a Veteran-centric program that provides personalized healthcare services directed to the individual needs of veterans when they are referred outside of the VA healthcare system for specialty or diagnostic care. Unfortunately, using Project HERO is not mandatory for the VISNs and VA continues to run the old fee basis system alongside the new system, which limits the effectiveness of the benefits described below.

Under HERO, the patient's Veterans Affairs Medical Center (VAMC) begins by sending an authorization for outside care to Humana Veterans requesting specific specialty services. VAMC fee office staff may utilize the Project HERO contract when specific medical or technological resources are not available inside the VA healthcare system. Project HERO supplements the VA healthcare system while maintaining VHA quality and access to care standards.

Under the contract, the Humana Veterans Personalized Healthcare Solution (PHS) offers substantial value compared to the traditional VHA Fee Basis Program. While the traditional VHA Fee Basis Program places full responsibility for care on the veteran, Humana guides the veteran through the process. After receiving an authorization, Humana Veterans contacts the veteran by phone, explains the process and determines the time for the medical appointment based on the veteran's availability. Following this call, Humana Veterans conducts a three-way appointment scheduling call with the veteran and a credentialed Humana Veterans network provider based on location, availability, and expertise. Driving directions, if needed and reminder calls prior to the appointment date are also provided. Humana Veterans' network providers have agreed to schedule veteran appointments within 30 days and limit the veteran's wait time to no longer than 20 minutes past the appointment time. This veteran-friendly appointment process has resulted in a no-Show rate of less than 7%, which compares very favorably to the community incidence of 20% or higher.

Another significant benefit to the veterans, and to VA, is that Humana Veterans coordinates the transfer of required pre-visit clinical information from the VA medical center to the network provider and ensures that the record (written consult report) is transferred to the VAMC within an average of 16 days to ensure continuity of care. After the appointment with the Humana Veteran's network provider, the veteran returns to the VA primary provider for continuity of care.

The credentialing and accreditation requirements contained in the Project HERO contract ensure that veterans are treated by highly competent, qualified

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Executive Briefing

ArmorSource
LLC

Yoav Kapah
President
ArmorSource



The Executive Briefing is an in-depth look at the leaders from AUSA's Sustaining Membership Program—it focuses on the company and its niche in the defense marketplace. This month, the IA Times staff talks with Yoav Kapah, President of ArmorSource.

1. Please tell us about ArmorSource (history, background, interesting facts).

ArmorSource LLC was established in 2005 by ballistic-material groundbreakers well-known in the global personal protection industry. The President - Mr. Yoav Kapah, Executive Vice President - Mr. Don Blake, and CEO - Larry Dickson, brought their experience, market strength, global network, industry collaborations, advanced R & D, government support, and ability to deliver results exceeding stated requirements to create a foundation for the largest ballistic helmet manufacturer in the United States; and possibly the world.

ArmorSource possesses a company mantra that states; "Don't promise what you can't deliver and deliver what you promise." Along this vein they embrace the mission to significantly enhance their product's ballistic capabilities while preparing next generation products for release.

ArmorSource's most remarkable event in its six year history was its wherewithal to risk expanding its operation into a 120,000 square foot facility when the demand for combat helmets was at a standstill. However, their experience, industry insight, and confidence in their product line was enough to convince them that

their vision of delivering the most advanced combat helmets to our service men and woman was worth the investment.

By 2011 ArmorSource stands alone as the largest helmet manufacturing facility in the United States with an output capacity of over 500,000 helmets a year; lightweight designs; custom-design capability; and multiple patents on current and next generation products.

2. What is your role and how long have you been with ArmorSource?

I assumed the role of President and Chief Technology Officer (CTO) in 2008 but have been with the program since 2005. I have held positions of lead production and technical engineer on ballistic material contracts (to include helmets) for more than 25 years so assuming the role as President of ArmorSource came naturally.

I'm currently a resident of Granville, Ohio, so I made it a priority of fusing the community with the company because many of Ohio's brightest and bravest defend our country at home and abroad. I hold service men and women in highest regard. Recently I was able to host and support the Ohio-based Honor Flight group at our facility in Hebron, Ohio. It was very rewarding.

I hold a Bachelors of Science degree in Practical Engineering/Electronics from the Technion Institute of Technology - 1974, and other certifications. I possess five patented ballistics solutions in the body armor and helmet categories; while several others are currently pending approval. Earlier in my career I received the Zevi Darr Prize from the Israeli Defense Ministry (in 1989) for the design and development of an automated/mechanical solution for mapping and recognizing field micro-ammunition damages; this ended up playing a part in future projects.

3. What work is your company doing specifically with the Army?

Currently I am busy overseeing Personnel Armor System for Ground Troops (PASGT) orders in support of the U.S. Army Security Assistance Command's (USASAC) foreign military sales (FMS) program.

My years in manufacturing paid off (with help from a great labor force) because the facility is delivering up to 30,000 PASGT's a month. Truly a herculean effort, but it is greatly assisting USASAC's urgent requirement to support the Afghan National Police (ANP) and Afghan National Army (ANA), ultimately helping our U.S. Soldiers fighting alongside them.

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ArmorSource continues to lean forward in our effort to support the Army, Marine Corps, and SOCOM with a variety of custom helmet designs such as low to high-cut Advanced Combat Helmets (ACHs). Demand for a lightweight ACH (approximately 10+ ounces lighter than the current ACH) continue to climb both in the U.S. and abroad. Being able to offer the lightweight ACH in an all-aramid or PE solution (fiber produced by DuPont and woven by BGF) is a great milestone for us. We also possess a boltless ACH solution, so the combination of all next generation helmet attributes provides a glimpse into the warfighter's future.

4. What role has the current world events played with your company recently?

World events are causing companies like ArmorSource to continuously evaluate their product's capabilities in order to support domestic and international agencies, countries, and groups that feverishly request greater helmet protection systems.

Observing the close-quarters fighting in Mexican border towns, Iraq, Afghanistan, and other hot zones around the world I feel obligated to do everything possible to support law enforcement personnel, Soldiers, and sailors by developing the very best head protection possible. These different locations are passing on their lessons-learned and this helps us develop new requirements for our next generation of head protection. Presently, ArmorSource is proud to be part of the solution by supplying lightweight ACHs to the U.S. State Department (DoS), Spain, and other NATO countries that demand this solution to combat the elevated threats they're encountering around the world.

5. What kind of role does AUSA serve with ArmorSource?

Thanks to AUSA, ArmorSource enjoys an opportune arena for intimate marketing approaches. From the CEO of a defense company, to hard-charging sales personnel, to the international AUSA member,

AUSA facilitates an opportunity for people to get up close and personal with product samples, engineers, and company executives. No questions seem to be off limits (for the most part) because AUSA has created a forum for large and small defense contractors to defend their company's claims of superiority. This is an aspect that ArmorSource truly appreciates. AUSA's role truly creates a special moment for one-on-one marketing opportunities with decision-makers and end-users alike.

AUSA is, and remains, a significant part of ArmorSource's marketing plan. Mr. Kapah is a proud lifetime member of AUSA and hopes to continue his forward momentum that propels ArmorSource to the head of the class with superior products, and a little help from venues like AUSA's Annual Meeting and Winter Symposium and Exposition. Hope to see you in Florida in 2012!

Begin the New Year at the AUSA ILW Army Aviation Symposium and Exposition!

AUSA, in coordination with the U.S. Army Aviation Center of Excellence and Fort Rucker, the U.S. Army Program Executive Office Aviation, and the U.S. Army Aviation and Missile Command, will produce an unclassified symposium for members of the industry and military community at the Gaylord National Hotel and Convention Center at National Harbor, MD, 11 – 13 January 2012. The theme for this event is "Army Aviation: Meeting the Needs of our Nation, Today and Tomorrow."

The AUSA ILW Army Aviation Symposium and Exposition will provide a unique opportunity for senior leaders from industry and the military to interact and share their thoughts on the future of aviation requirements, organizations, operations, training, logistics, and acquisition. Participants will be available for questions from the audience. Conference participants will include over 500 military, government, and industry professionals involved in Army aviation. Industry participants will include senior-level executives from the leading developers and manufacturers

of aviation systems used by the U.S. Army. Military attendees will include key leaders involved in the procurement, development, sustainment, and training process for U.S. Army aviation systems.

To register or for more information on the agenda, please visit www.ausa.org. For more information on exhibiting or sponsorship opportunities, please contact Mary Wille at 703-907-2659 or mwille@ausa.org. We hope to see you there!

U.S. Army Training for Unified Land Operations

The Institute of Land Warfare (ILW) extends the influence of AUSA by informing and educating its members; local, regional, and national leaders; and the American public, on the critical nature of land forces and the importance of the United States Army. ILW carries out a broad program of activities, including the publication of professional research papers, newsletters, background briefs, essays, and special reports.

In each issue of the IA Times, the ILW Spotlight focuses on a different topic of interest to our readers.

“As America enters the second decade of the 21st century, the Army faces a broad array of challenges. First and foremost, we must succeed in Afghanistan and Iraq and continue to combat violent extremist movements such as al Qaeda and other terrorist organizations. We must also prepare for future national security challenges that range across the spectrum of conflict. All of this must be accomplished within the context of challenging global economic conditions.”

Secretary of the Army John M. McHugh and Chief of Staff, Army General Martin E. Dempsey before the Senate Committee on Appropriations, Subcommittee on Defense, 18 May 2011

The United States Army has been at war for the past decade, fighting protracted campaigns in two separate theaters. Conflicts in Afghanistan, Iraq and elsewhere have revealed the importance of landpower in the execution of national strategic goals worldwide. The Army forms the backbone of a strategic triad of landpower—Army, Marine Corps and special operations forces. Today’s conflicts are a signpost for those of tomorrow; as the conflicts shift into more challenging and complex conditions with adaptable adversaries, there is no substitute for well-trained, disciplined and versatile landpower. The 21st century Army needs a training strategy that will prepare the force for any type of operation along the spectrum—from stable peace to general war. Full-spectrum operations (FSO) training—in offense, defense, stability operations and support to civil authorities—across the range of conflict types in support of unified operations on land will return to the United States a measure of strategic flexibility in the form of an agile force that can react effectively to any scenario anywhere in the world.

The Army had to adapt its previous training strategy to meet the demand for forces in Afghanistan and Iraq. Although both conflicts were expected to be short-duration, conventionally-oriented campaigns, they became lengthy counterinsurgencies. Although the official

Army doctrine since 2001 has been FSO—offense, defense, stability operations and civil support—rotational deployments and short dwell times have left very little, if any, time to train tasks outside of counterinsurgency or theater-specific requirements. As a result, the skill sets needed to wage large-scale, state-versus-state conflicts—



as well as skills needed to effectively recognize and execute transitions between operations on other parts of the conflict spectrum—have atrophied over the years. The Army recognized this challenge and in 2008 began to update its operations and training field manuals to reinforce the centrality of FSO and restore strategic

flexibility through worldwide availability. Nevertheless, the majority of training today remains centered on theater-specific tasks as true full-spectrum capabilities gradually return to the force, especially at the brigade level and above.

In recognition of the complexity of 21st century warfare and in support of joint-force doctrine, the current Army doctrine of “full-spectrum operations” is evolving toward the concept of “unified land operations.” Unified land operations—seizing, retaining and exploiting the initiative to gain and maintain a position of relative advantage in sustained land operations to create the conditions for favorable conflict termination—are executed through FSO by means of the core competencies of combined-arms maneuver and wide-area security and guided throughout by Mission Command. This near-future doctrine change will be accompanied by a new Field Manual 3-0, *Unified Land Operations*, which will replace the existing Field Manual 3-0, *Operations*, and codify the evolution.

This progression to training for and conducting unified land operations faces five main challenges: 1) Short dwell times stress units to conduct even directed, theater-specific training tasks while adequately allowing Soldiers to reintegrate with families and mentally and physically

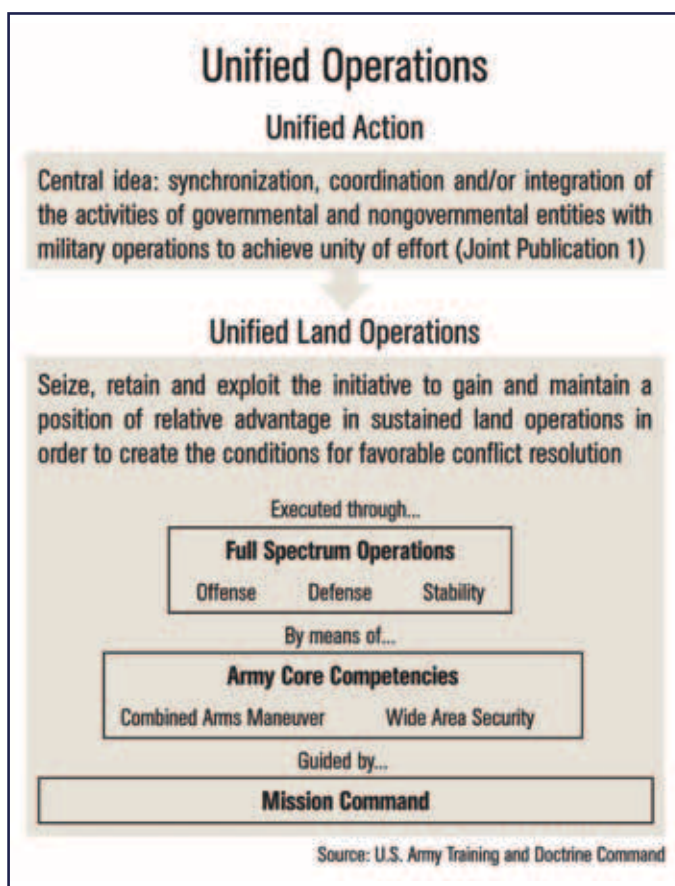
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recover from combat. FSO training will require longer periods in the dwell cycle to provide time to plan, execute and evaluate more in-depth training events. The Army must leverage combat training center and especially home station opportunities to properly prepare for the complexities of unified land operations. 2) Ten years of rotational counterinsurgency deployments have created an environment in which unit equipment is scattered around the world as stay-behind or theater-provided commodities. This jumble of equipment types and quantities hampers FSO training. 3) Training facilities and enablers that traditionally support FSO training have been neglected. This includes facilities and personnel at home stations and combat training centers. Modernizing these enablers and incorporating cutting-edge live, virtual and constructive training are critical to restoring the Army's ability to train realistically and properly. 4) Due in part to directed, theater-specific training plans, the Army's leaders have not had the opportunity or the appropriate instruction in how to plan, execute, supervise and evaluate complex and difficult FSO training. 5) The Army's shift to a brigade-centric, modular force has complicated high-level commanders' oversight of subordinate unit training. Geographically dispersed units and a lack of clear mentorship in large-scale maneuver training degrade the effectiveness of the training model and pose risks to full-spectrum readiness levels.

The Army's senior leadership has recognized these challenges and has taken steps to bring FSO training to the force. In October 2010, a brigade combat team from the 82d Airborne Division completed the first FSO training rotation at the Joint Readiness Training Center (JRTC) at Fort Polk, Louisiana. This was the first full-spectrum rotation conducted at JRTC since 2005. The rotation included combined-arms maneuver and wide-area security operations that simulate potential war scenarios in a more integrated manner than do theater-specific scenarios. The National Training Center at Fort Irwin, California, is preparing for a return to FSO training scenarios sometime in 2013. In the interim, thorough home

station training will bridge the gap and prepare units for FSO. At Fort Lewis, Washington, a Stryker brigade of the 2d Infantry Division recently finished home station training that focused on improving atrophied conventional skills such as field artillery and aerial gunnery as well as skills needed to operate at the mid-to-lower range of the spectrum.

The Army as a whole is embracing virtual and simulation technology to aid the force in FSO training. With units competing for training space and physical resources, virtual and simulation technologies provide ways to train more forces simultaneously and on a broader array of tasks. For example, installation



Mission Training Complexes enable units to conduct simulated operations with units at other posts in live, virtual and constructive settings concurrently. The Virtual Battlespace 2 (VBS2) platform allows small units to operate collectively in one simulated environment and conduct detailed after-action reviews to improve proficiency. And the Training Brain Operations Center will rapidly turn real-world events into gaming simulations so that units can train on the latest and most relevant scenarios from combat theaters with minimal lag time or material delay.

To solidify gains going forward, the Army is conducting the Army Training Summit II to analyze the best way to train functional and multifunctional support brigades. It is also implementing Army Training Concept 2012–2020—to, among other goals, integrate the Army National Guard and the Army Reserve into the FSO training strategy—and carrying out an Integrated Training Environment plan to fully mesh live, virtual and constructive training environments to provide the most versatile, accessible and realistic training possible for unified land operations.

Congress and the Department of Defense (DoD) must take action to ensure that FSO training is embraced and adequately funded and its full potential realized; authorize an appropriate Army endstrength to allow enough dwell time for units to recover from combat and effectively train FSO; and provide the Army with steady, predictable and robust funding to properly upgrade its facilities—21st century training requires 21st century facilities and enablers. Recapitalization and modernization of home station and combat training facilities is a priority. Congress and DoD must also stimulate and support industry advancement of training aids, devices, simulations and simulators for individuals, crews and units; these technologies need to evolve rapidly and integrate easily into the training scheme with minimal hardware transitions and reasonable cost. Units must be confident that any task or threat they might meet on a battlefield has been experienced at home in the most realistic way possible.

FSO training is not a choice—it is an imperative. The Army must prepare for 21st century unified operations on land; FSO training will give the force the tools, skills, confidence, agility and global capability to do so. There are no do-overs on the battlefield—the Army must be trained and ready to fight and win under any circumstance.

[From AUSA's Torchbearer National Security Report of the same name, September 2011, available online at www.ausa.org.]

The Booth: Annual Meeting Highlights



Rand Meade
Exhibits and Sponsorships Manager, AUSA

Now that the 2011 AUSA Annual Meeting and Exposition has concluded, I would like to share some important information about this year's event.

The largest exposition AUSA has ever held:

- 708 displays
- 703,000 square feet of display space
- 8 national pavilions
- Nearly 36,000 participants
- More than 30 countries represented by international delegations
- Presentations from Secretary of Defense, Chairman of the Joint Chiefs, Secretary of the Army, Army Chief of Staff, and Sergeant Major of the Army
- Army and AUSA smart phone applications released to enhance visitors' experience

Diverse and robust participation:

- 18 members of Congress
- Over 200 Congressional Staffers
- 388 Senior Executive Service personnel
- 4,362 Department of Defense representatives
- Nearly 5,000 active military personnel

These numbers are impressive and they represent the cumulative efforts of AUSA, both at the National Headquarters, Chapter, and Individual level; the U.S. Army, AUSA Sustaining Member organizations, and our Annual Meeting product and service providers.

The AUSA Annual Meeting is, first and foremost, *A Professional Development Forum*. Consider that the Honorable Leon E. Panetta, Secretary of Defense, delivered his first official address to the military and defense community Wednesday morning at the Annual Meeting. GEN Raymond T. Odierno, the Army's new Chief of Staff also chose this opportunity to address Army troops just 60 days after being confirmed in his new position.

In addition, the Honorable John M. McHugh, Secretary of the Army delivered the keynote address on Monday and provided an update on the current state of the Army and offered insights on the way ahead.

During the three-day meeting there were 67 professional development events, including:

- 14 AUSA Institute of Land Warfare (ILW) Contemporary Military Forums
- 4 AUSA Military Family Forums
- Sergeant Major of the Army Conference
- Retiree Seminar
- Warrant Officer Professional Development Seminar
- NCO Professional Development Forum
- Army National Guard Seminar
- Chief, Army Reserve Seminar
- Pre-Retirement/Survivor Benefit Plan Briefing
- Department of the Army Civilian Professional Development Seminar

You can be sure that next year's AUSA Annual Meeting will include an abundance of informative, important, and relevant content designed to enhance your opportunity for professional development. As the nation's largest land warfare meeting and exposition, the event will also be designed to deliver the Army's message by providing a quality platform that allows the total Army; Active, Guard, and Reserve to communicate with Soldiers, families, the defense industry, members of Congress, AUSA members, academia, veterans, and retirees.

The 2012 AUSA Annual Meeting and Exposition will be held 22 – 24 October 2012 at the Walter E. Washington Convention Center in Washington, DC.

Thank you for your support and we look forward to seeing you next year!

AUSA's Industry Affairs Team wishes all of our Sustaining Members a happy holiday season! We look forward to working with you in the new year!

2012 Winter Symposium and Exposition: *continued from page 1*

The Winter Symposium and Exposition has consistently been one of AUSA's largest events of the year, second only to the Annual Meeting. This year, more than 200 companies and government organizations exhibited and approximately 5,000 people attended over three days.

Exhibit space for the Winter Symposium and Exhibition is available on a first-come, first-served basis. Do not delay to secure your company's prime booth space today!

To register or for more information on the agenda, please visit www.ause.org.

For more information on exhibiting or sponsorship opportunities, please contact Rand Meade at 703-907-2678 or rmeade@ause.org or Mary Wille at 703-907-2659 or mwille@ause.org. We hope to see you there!

Sponsor Profile: *continued from page 3*

An example of BAE Systems' tactical wheel vehicle capabilities is illustrated through the development of the Integrated Smart V (ISV), a lightweight monocoque V-hull HMMWV recap solution that leverages the company's legacy of mine protection and survivability experience to offer a highly survivable, high-mobility multipurpose vehicle at a low-cost. The design is based on fielded, battle-proven solutions from BAE Systems mine-resistant vehicles used around the world.

In addition to developing and producing electronic systems and platforms, BAE Systems provides a wide range of services including front-line support to the Army. The company built the first contractor facility in Afghanistan to provide immediate support for the entire fleet of MRAP vehicles in theater, where employees work on upgrading, repairing, and maintaining to ensure troops have ongoing, sustained field support.



BAE Systems 'BLAST' combats Degraded Visual Environments.

BAE Systems continues to adapt to meet the needs of the Army, and is focused on quickly delivering cost-effective solutions that help the Army address emerging challenges in the current fight, providing

critical services that maintain and sustain the force, and partnering with the Army on ways to cost-effectively modernize for the future.

Family Programs: *continued from page 5*

specialists who enhance the quality of the veteran's healthcare experience. Quality cannot be guaranteed in the VHA Fee Basis Program since veterans are responsible for finding their own provider without the means to verify the specialist's qualifications.

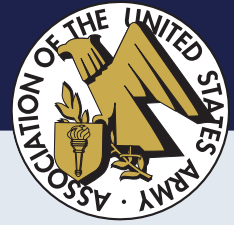
Humana Veterans operates a Clinical Quality Management Program which investigates, monitors, tracks, and trends any potential quality issues, safety events, complaints, and grievances. A joint VA/Humana Veterans Clinical Quality Committee provides oversight to this program. Veterans have access to a Patient

Advocate and the Humana Veterans Customer Care Department throughout the entire experience.

In addition to the benefits that Project HERO provides to veterans, the Project HERO program also provides important benefits to the Department of Veterans Affairs. Under Project HERO, providers submit their claims directly to Humana Veterans which pays providers directly within 30 days of receipt of the claim. Humana Veterans then bills the VAMCs based on the rates established in the Project HERO contract. This process greatly reduces errors and improper payments

which are prevalent in the traditional VHA Fee Basis Program.

The Project HERO Program has demonstrated superior value to veterans and the VA in terms of clinical quality, clinical information return, access to care, timeliness of care, veteran convenience, customer service, patient advocacy, data availability, claims payment, and financial controls. The expansion of Project HERO could certainly enhance the healthcare experience for all of our nation's veterans who require specialty care not offered throughout the VA healthcare system.



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Looking ahead at International Tradeshows in 2012 and 2013

IDEDEX 2011 was sold out and a complete success. AUSA grew the USA Pavilion from 2009 by 45% and is increasing its space requirement by 20% making the pavilion 4,100 square meters in 2013. IDEDEX has become the largest defense tradeshow in the Middle East. AUSA will launch sales for the USA Pavilion 2013 in December.

DSEi 2011 was also a successful sell out. We are meeting with the show organizers to finalize details for 2013 and will move forward with USA Pavilion sales as soon as we can provide you with the most complete information.

AUSA is now accepting space requests for the USA Pavilion at SOFEX 2012. AUSA increased its space by 24% from 2010 and the entire pavilion will be located in one building. The pavilion is located nearest to the registration area. The outdoor area is also located conveniently nearby for companies wanting to display vehicles.

The prospectus for the USA Pavilion at Eurosatory 2012 is now available. AUSA has secured a prime place in Hall 6 and urges companies to send their space requests in as soon as possible. Space allocation is determined by arrival of signed space requests. Eurosatory attracts exhibitors from all over the world. New and established companies are encouraged to participate in a program that allows them to meet one-on-one with international companies to discuss products and services.

Please contact Amy Frankenstein for space reservations at afrankenstein@ausea.org or call her at 703-907-2413 or LexaLynn Hooper at lhooper@ausea.org or at 703-907-2666 for general questions concerning the tradeshow program. Prospectus for Eurosatory and SOFEX can be found on the AUSA website at www.ausea.org.

AUSA Reaches a Record 700 Sustaining Member Organizations

After another year of outstanding growth, the AUSA Sustaining Membership Program has reached an unprecedented 700 Sustaining Member organizations.

It is undeniable that one of the most lucrative benefits of the Sustaining Membership Program is exhibiting at the AUSA Annual Meeting. With an additional 230,000 square feet of exhibit space in 2011 at the Walter E. Washington

Convention Center, we have seen the Sustaining Membership Program grow to over 700 member organizations for the first time since the program was founded in the 1950s, with over 100 new members in the last year.

AUSA would like to welcome all of our new members and we hope you are able to take advantage of the many benefits the Sustaining Membership Program has to offer.

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