



**AUSA: Supporting
the Army-Industry
Partnership**

September 2009 ▲ Volume 17 ▲ Number 3

AUSA Celebrates the "Year of the NCO" at its 2009 Annual Meeting

**IA TIMES
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AUSA is Proud to Welcome its New Members

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GEN David H. Petraeus, Commander, U.S. Central Command, is scheduled to give a much-anticipated presentation at the 2009 AUSA Annual Meeting and Exposition.

This year, AUSA will hold its Annual Meeting and Exposition from 5 – 7 October at the Walter E. Washington Convention Center in Washington, DC. The theme, "America's Army: The Strength of the Nation, Noncommissioned Officers: The Strength of the Army" honors noncommissioned officers during the U.S. Army's "Year of the NCO."

The AUSA Annual Meeting is known as "the free world's largest land warfare forum and exposition." The meeting attracts over 30,000 attendees, including AUSA members, defense industry executives, U.S. Soldiers and U.S. and foreign military leaders.

Prior to the AUSA Annual Meeting will be the 25th running of the Army Ten-Miler. Beginning and ending at the Pentagon, the race has already reached its 30,000 runner limit. Sold out in April, the race reached its

registration limit just six days after opening, faster than any previous year, despite a 4,000 runner increase over last year. The race will feature teams from several Army divisions, corporations and international teams.

With the Army still actively engaged in Operation Iraqi Freedom and Operation Enduring Freedom, this year's forums at the Annual Meeting will be some of our most informative to date. The presentations will focus on topics of interest such as the defense budget, future combat systems, convoy security operations, and frequent deployments and how military families can cope with them. For a full list of forums and the schedule of events, please visit www.ausa.org.

A wide variety of exhibits will be displayed in halls A, B and C of the Walter E. Washington Convention Center including the most technologically advanced military equipment from around the world. This year's exhibit hall is once again sold-out and will include over 400 industry and military exhibitors.

AUSA's Annual Meeting is open to anyone having a definable relationship with the U.S. military or the Association to include all members, employees of Sustaining Member organizations, all U.S. military (active, retirees, National Guard, Reserve, etc.) and their spouses and children who also hold an ID card and DoD civilians. To avoid long lines, please visit the AUSA website at www.ausa.org to pre-register for the meeting.

This year, as in the past, the Opening Ceremony will feature the 3d United States Infantry Regiment, known to most as the Old

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President's Corner



GEN Gordon R. Sullivan, USA, Ret.,
President, AUSA

On 5-7 October 2009, thousands of people who devote themselves to defending our nation will converge at the AUSA Annual Meeting and Exposition. Senior leaders from the Army, Department of Defense and Congress, as well as foreign dignitaries, will gather at the Walter E. Washington Convention Center in downtown Washington, DC at the largest landpower exposition and professional development forum in North America. The links binding industry, military and government are as important as ever, and we are pleased to be able to offer an event that allows them to flourish.

Economically, our country is in a tough spot. Funds are being slashed, and the Armed Forces are being asked to provide more than they can reasonably handle. We

can't allow the current economic situation to weaken our bonds, especially now that we are at battle on two fronts. We've seen the sacrifices made by industry and others to keep the U.S. Army at the top of its game, even in the face of economic uncertainty. You've continued to work hard, and found new ways to work smart. The Annual Meeting gives us a platform to showcase what we've accomplished over the past year, and to connect with each other to find opportunities to strengthen our landpower defenses at this crucial time.

AUSA is committed to keeping communication lines open among Army, industry and government entities involved in the defense of the United States. We all know how important it is to remain fully-equipped and up-to-date, and we are committed to supporting this cause. Now, more than ever, it's important to maintain a dialogue among these three entities so that we can work together to find ways to ensure that our Army retains its position as one of the best in the world.

This Annual Meeting is our opportunity to come together and discuss what's important for our national security. This is where the three seemingly disparate entities converge in pursuit of our country's defense. And this, my friends, is where we need to return to make sure we're on the right track.

Welcome to the 2009 AUSA Annual Meeting.

Upcoming Events

(All dates and locations are tentative and subject to change.)

Event

- | | |
|-------------------|---|
| 8-11 Sep. | DSEi (USA Pavilion organized by AUSA)
ExCeL
London, UK |
| 5-7 Oct. | AUSA Annual Meeting & Exposition
Walter E. Washington Convention Center
Washington, DC |
| 5-7 Jan. | 2010 AUSA's ILW Army Aviation Symposium & Exposition
Hyatt Regency
Crystal City
Arlington, VA |
| 24-26 Feb. | 2010 AUSA's ILW Winter Symposium & Exposition
Greater Fort Lauderdale/Broward County Convention Center
Fort Lauderdale, FL |

Mark your calendars!

2010 AUSA Winter Symposium and Exposition

A Professional Development Forum

24 - 26 February 2010

Greater Fort Lauderdale/Broward County Convention Center

Please visit www.ausa.org for more information.

Sponsor Profile:



Year Founded: 1997

CEO, President and Chairman: Michael Moody

Number of employees: Approximately 1,300

Mailing Address: 9801 Highway 78
Ladson, SC 29456

Contact: Toll Free: (888) 235-0497
info@forceprotection.net

Company Overview:

Force Protection, Inc. is a leading American designer, developer and manufacturer of survivability solutions, predominantly blast- and ballistic-protected wheeled vehicles currently deployed by the U.S. military and its allies to support armed forces and security personnel around the world. The company's specialty vehicles, the Cougar, the Buffalo and the Cheetah, are designed specifically for reconnaissance

and urban operations and to protect their occupants from landmines, hostile fire, and improvised explosive devices. The company also is the developer and manufacturer of ForceArmor™, an armor package providing superior protection against explosively formed projectiles (EFPs), now available for a wide range of tactical-wheeled vehicles. The company is one of the original developers and primary providers of vehicles for the U.S. military's Mine Resistant Ambush Protected, or MRAP, vehicle program.

Chairman and CEO Michael Moody notes, "We are committed to the safety of the Soldiers that use our products. We are continually working to develop survivability solutions that will protect against emerging threats, and most importantly, save lives today and in the years to come. Our employees are all committed to saving lives and enabling our troops to conduct their missions and come home safely to their families."

Company Products and Services Overview:

Force Armor –

Force Protection unveiled Force Armor™ in 2008. Force Armor™ is an immediately available, cost effective, validated solution that offers additional protection at considerable weight savings. It meets all the critical criteria for add-on protection to existing combat vehicles – no matter the manufacturer. The design allows easy reconfiguration to almost any combat vehicle. ForceArmor™ is offered in various weights and protection levels.

Cougar IS Vehicle –

Our Independent Suspension Cougar is based on the existing Cougar with scalable protection. With an integrated independent suspension this variant offers enhanced cross-country mobility in off road, rugged terrain, easily meeting the most severe mission profiles. The Cougar is capable of transporting personnel, general cargo, ammunition, and serving as a prime mover for trailers and towed weapon systems.

Buffalo A2 Vehicle –

The Buffalo A2 Mined-Protected Clearance Vehicle combines ballistic and blast protection with enhancements to detect the presence of dangerous ordnance and render it ineffective. Secured in the vehicle's armored hull, route clearance personnel can operate the Buffalo's 30-foot arm and sensory equipment, disposing of enemy mines and IEDs safely. Proven in combat and currently in service with the United State Army, Marine Corps, United Kingdom, Canada, France and Italy, the Buffalo is the leader in route clearance operations around the globe.

Traumatic Brain Injury Research –

In 2008, Force Protection and the Medical University of South Carolina opened the Force Protection Center for Brain Research with a common goal: to prevent traumatic brain injury and improve survivability. The aim of this partnership is to foster vital research that will lead to improving the quality of life for our young men and women in uniform and also benefit others who may suffer brain trauma. Together with MUSC, Force Protection aims to innovate and develop additional survivability solutions that will provide our men and women in uniform with the best possible protection.



Force Protection's Buffalo A2 vehicle

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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. We advocate 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.

Defense Spending Bill Passes House

The House of Representatives easily passed their version of the fiscal 2010 Defense appropriations bill (H.R. 3326) by a 400-30 vote on 30 July despite a White House veto threat over funding for the Joint Strike Fighter alternative engine and the VH-71 presidential helicopter.

The House did back the Obama Administration's push to end production of the Air Force's F-22 fighter program by shifting more than \$300 million for building new planes to other accounts.

Other items of interest in the bill include:

- A 3.4 percent military pay increase.
- \$122.4 billion to fully fund the requested end strength levels for active duty and selected Reserve personnel.
- \$8.3 million to pay troops \$500 for every month their term of service will be involuntarily and arbitrarily extended in 2010.
- \$29.9 billion to provide troops top of the line medical care. This includes \$500 million for traumatic brain injury and psychological health.
- \$2.2 billion for the wounded, ill and injured programs.
- \$472.4 million for Family Advocacy programs. The bill fully funds Family Support and Yellow Ribbon programs.
- \$20 million for Army National Guard Family Assistance Centers and reintegration.

- \$11 billion for critical readiness training so that troops are prepared to successfully perform their missions.
- \$613.6 million to procure additional Stryker vehicles, and safety and survivability equipment for the Stryker fleet.
- \$2.3 billion for the continued development of the restructured Future Combat Systems Program.

The bill also includes funding for operations and maintenance, military personnel requirements for ongoing military operations in Iraq and Afghanistan, and to support preparation to begin withdrawing from Iraq, consistent with President Obama's plans.

Due to the added burden of supporting contingencies in Iraq and Afghanistan, \$2.6 billion was transferred from base DoD funding for military personnel and \$14.6 billion was provided for the Overseas Contingency Operations Transfer Fund that will allow DoD budget flexibility due to the highly variable nature of the costs to rebalance U.S. forces between Iraq and Afghanistan, and to begin the redeployment from Iraq.

Additionally, \$5.1 billion was provided which will allow defense personnel, not contractors, to perform critical department functions. The bill also reduces contracted advisory and assistance services by \$51 million, and includes general provisions to stop further conversions by the DoD from government functions to contractors.

The Senate is not expected to take up its version of the defense spending bill until September.

AUSA Applauds Troop Increase, Seeks 700,000 Active Force Soldiers

The Association of the United States Army applauds Defense Secretary Robert Gates' recent decision to add 22,000 more Soldiers to the active Army force, but remains committed to growing the active force to 700,000.

AUSA President GEN Gordon R. Sullivan, USA, Ret., said, "The Secretary was correctly acknowledging the risk in not fully and properly manning our deploying units. Over the past six years, in particular, we have seen the stress on Soldiers and their families of repeated deployments."

"I have talked with Sen. Joseph Lieberman, I-Conn. and chairman of the Senate Armed Services Airland Subcommittee, about growing and paying for an active force increase of 30,000. The Association thanks him for introducing the end strength increase amendment and for getting it passed. The House Armed Services Committee, under the leadership of Rep. Ike Skelton, D-Mo., has included similar language in its version of the defense authorization bill. These are positive steps."

Sullivan said the key to adding the 22,000 troops approved by the Secretary and the growth to 700,000 Soldiers is congressional funding of the expansion without endangering vital Army modernization programs such as manned combat vehicles and resetting and recapitalizing equipment used in Afghanistan and Iraq.

"We seem to be able to find billions for worthy things like economic stimulus, education, and manufacturing, surely we can find money to fund both personnel and equipment costs for the very entity that

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Executive Briefing



Pat Hassey
Chairman, President, and CEO



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 Pat Hassey, Chairman, President, and CEO of ATI Defense.

1. Please tell us about ATI Defense.

ATI Defense exemplifies our company's ability to adapt our specialty metals, technologies and solutions for what has been a non-traditional market for us. When we looked at the changing mission and new threats confronting our combat forces around the world, it became clear that we had products and capabilities that could be applied to help protect our troops. Initially, these products centered around armoring systems for land-based vehicles, but as we have learned more about the defense industry's needs, we have come to realize that our products – which offer durability, strength, weight reduction, corrosion resistance and high-temperature capabilities – can also play meaningful roles on the sea and in the air.

As a corporation, we also realized that the best approach to this industry was to offer our customers access to ATI's complete portfolio of products and technologies. In our case, this includes titanium and titanium alloys, stainless and specialty steels, nickel and cobalt-based alloys and super alloys, zirconium and tungsten materials plus tooling solutions for difficult-to-machine materials.

ATI Defense was created to integrate and focus the materials and manufacturing capabilities of ATI Allegheny Ludlum, ATI Allvac, ATI Wah Chang and ATI Engineered Products.

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

I am ATI's Chairman, President and CEO. I joined the company in 2003.

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

ATI has been working with the Army Research Laboratory (ARL) to qualify new materials and alloys. Recently ARL tested ATI 500-MIL™ High-Hard Steel Armor and certified that it meets the new 46100E ballistics specifications. Since its certification, this alloy has been adopted for several applications, including the StrykShield™ Kit made by Carapace Armor Technology for the Stryker combat vehicle. This alloy offers improved flatness over incumbent materials, minimal distortion after cutting and a unique auto-tempering capability.

ATI 500-MIL™ is the first new, high-hard steel armor alloy introduced since Vietnam.

ATI is also working with the Army through strategic partnerships with DoD prime and subcontractors. In this regard, we have developed ATI 425®-MIL. This new alloy has the same strength as conventional titanium armor but offers significant fabrication advantages, including thinner gauges and multiple product forms, such as thin sheet, strip, foil and tubing.

4. What role have current world events played in your company?

As I have mentioned, ATI has thought seriously and reacted strategically to the changing world we inhabit today. The question we constantly ask ourselves is how we can most effectively utilize our products and technologies to meet today's challenges. This has led us to new markets, such as defense, but also to

increased efforts in more traditional areas such as aerospace, energy generation and transmission, chemical processing and biomedicine.

These strategic decisions have also led us to significant investments in our manufacturing base. As a company, we believe that we must offer our defense customers a secure and reliable supply chain. To this end, we have invested more than \$1 billion to upgrade and expand our technical and manufacturing capabilities – from titanium sponge to vacuum melting to rolling mills – all in the United States.

In ATI, we have come to think about our products as Mission-Critical Metallics™, a good descriptor of the role and the purpose we find ourselves playing today.

5. What role does AUSA occupy in your company?

Since ATI Defense is a relatively new presence in this industry, we have found that the opportunities that AUSA provides us to communicate with our customers are very important. The trade shows offer us an excellent opportunity to display our products and to explain their advantages to a broad range of current and potential customers.

Notes from the Director— Thank You Very Much



Michael M. Scanlan, CMP, Director, Industry Affairs

Next month, AUSA will hold its 55th Annual Meeting, our seventh at the new Walter E. Washington Convention Center. As you all know, we have had a number of challenges in meeting the demand for exhibit space after we moved from the Marriott Wardman Park Hotel. While we were able to increase the size of the show floor, the demand for space skyrocketed. Our Sustaining Membership program more than doubled in size over the past ten years.

Since moving to the convention center, we have run waiting lists that reached to over 100 companies. For a while, the number of exhibiting companies on the show floor was shrinking even as we increased the square footage through greater efficiency in booking the space. We have had companies drop their membership because they had no hope they would ever get into the big show.

I am happy to report that – thanks to the advice and cooperation of you, our Sustaining Members – we have been fairly successful at ameliorating some of the problems caused by the increased demand. We capped the maximum size of a display, we made some rule adjustments on the minimum size for islands and finally, we froze all growth within the show until 2011, when AUSA will acquire Halls D and E on the upper level of the convention center.

Because of these rules, and without decreasing the space we annually set aside for the U.S. Army, we have been able to increase the number of exhibiting companies on the floor. In 2008, we had just over 350 companies on the floor to over

420 this year. Our wait list has shrunk to just over 40 companies. We will have one more year of these severe restrictions, and then we will be able to answer all of the demand that has been building over the last several years.

The major reason we have been able to manage this outsize growth has been the cheerful cooperation of our Sustaining Members. So let me say, “Thank you” to all of you who have been patiently working with us while we tried to do the greatest good for the greatest number.

As we look ahead to 2011, the IA Team is working on managing the expansion of the Annual Meeting. This expansion does not come without its own set of problems and challenges, but – given the experience I have had for the last several years with our Sustaining Member companies – I am sure that together our organizations will be able to achieve a happy end state.

Again, thank you for your support and advice, and I look forward to working with you in the future.

2009 AUSA Annual Meeting and Exposition

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Guard, and the presentation of awards for the Army Ten-Miler. The Opening Ceremony is also an opportunity for the Secretary of the Army to address over 3,000 attendees.

This year, AUSA is delighted to announce that GEN David Petraeus, newly appointed commander of U.S. Central Command, will once again address the Annual Meeting attendees on Tuesday afternoon.

On Wednesday afternoon, 7 October, AUSA will honor its more than 550 Sustaining Member organizations with a luncheon. The guest of honor and keynote speaker will be the Honorable

Robert M. Gates, Secretary of Defense. At this event, one of our industry leaders will also be recognized with the John W. Dixon Award. The Dixon Award acknowledges an industry leader for outstanding service to the defense industry and is especially important because the recipient is nominated by their peers and then chosen by the AUSA Council of Trustees.

On Wednesday evening, over 3,000 people will attend the George Catlett Marshall Dinner and invitees will gather as Kenneth Fisher, Chairman and CEO of Fisher House, receives the 2009 George Catlett Marshall Medal – the highest award presented by AUSA. Awarded annually to

an individual who has exhibited “selfless service to the United States of America,” the medal will be presented to Fisher by the Association’s Council of Trustees to recognize his contributions to the armed forces, and his number one priority – taking care of combat casualties and their families – underlying his firm commitment to the highest American ideals.

For more information on the 2009 AUSA Annual Meeting and Exposition, please visit our website at www.ausa.org.

Sponsor Profile:

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Facilities in Kuwait, Michigan and North Carolina –

Force Protection recently opened a total life cycle support facility in Kuwait. This strategically located facility supports the ongoing need to modernize, repair, service, supply, and conduct training for the deployed fleet of vehicles in Iraq, Afghanistan and throughout the Middle East and Central Asia. The facility enables us to greatly shorten response times for spare parts, provide enhanced service for our fielded fleet, and provide a forward logistics station for staging and installation of upgrade kits.

Force Protection also opened an engineering center in Sterling Heights, MI for engineering and design projects and to enhance customer relationships within the U.S. Army TACOM Life Cycle Management Command.

In an effort to continue comprehensive preparation by MRAP vehicle operators and maintainers, Force Protection established a training and capabilities center in Roxboro,



Force Protection's Buffalo A2 vehicle

NC that provides on and off-road driving experiences, classroom and hands on maintenance training designed to prepare troops to safely operate and maintain their vehicles in theatre. In establishing the training center, the company is helping to

ensure increased survivability for both the vehicles and the troops inside.

To learn more about Force Protection and its survivability solutions, please visit www.forceprotection.net.

On the Hill

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protects all else. This is one of the reasons that AUSA long has advocated for a defense budget that is more than four percent of the Gross Domestic Product.”

Army Budget topic at ILW Breakfast

AUSA hosted numerous key congressional staff members at a recent Institute of Land Warfare Breakfast. LTG Edgar Stanton, the Army's senior budget official, was the featured speaker.

LTG Stanton said that with the intense concentration on preparing the fiscal 2010 Army spending plan in the wake of the cancellation of the manned vehicle portion of the Future Combat Systems, military personnel and modernization accounts all will have to be adjusted in the coming year. In answer to a question, Stanton said to expect some tension between personnel accounts and investment accounts as future budgets are developed.

This will be particularly true for fiscal 2011, he said, since the Quadrennial Defense Review will be completed by then and the Army will have met its projected end-strength goals for all components two years ahead of schedule. Also in the budget mix for that fiscal year will be the completion of the Base Realignment and Closure process.

Looking at the Army's \$142 billion budget request, Stanton said the military personnel account of \$58 billion is now fully funded in the base budget request and that the account grew by \$6 billion to cover the increase in end strength. Operations and maintenance accounts of \$40 billion and procurement of \$21 billion were either down a little or were flat from last year's request.

Stanton reminded the more than 200 attendees that the Army budget was being created in a time of financial crisis, the

collapse of the housing market, rising unemployment and deepening recession when a new administration was taking office.

Of particular interest was Stanton's response to a question regarding TRICARE fee increases. He told the group that he did not foresee dramatic increases in TRICARE co-payments and fees while military operations are continuing in Afghanistan and Iraq.

The monthly Institute of Land Warfare breakfasts give congressional staffers the opportunity to hear the Army's story and provide them with unique insight on a variety of subjects.

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.

The staff at AUSA Family Programs believes that families who are knowledgeable about the many programs and benefits which are available to them are much better equipped to handle the challenges of our military lifestyle. In addition to educating families, it is our mission to inform them about services and organizations which exist to aid them. The Military Family Forum events at the AUSA Annual Meeting are an excellent opportunity for us to provide information and also facilitate direct communication between the attendees and the senior Army leadership and other program leaders. Family Forum participants have a lot to look forward to at the Annual Meeting, from our three Military Family Forums to our Operation Thanksgiving Eagle book give-away.

This year, our Family Forum series opens with a report of findings and other information gathered during town hall meetings with Family Readiness Group Leaders (FRGs) at installations across the Army. These dedicated volunteers often are directly responsible for providing information on unit activities to the families, and also providing advice when those families are experiencing a crisis. By sharing their issues and concerns, FRG leaders provide valuable information to Army leaders and assist them in creating relevant programs.

In this era of persistent conflict, the Army is trying to provide the best support services to meet the needs of Soldiers and Families, regardless of their location or component. The Assistant Secretary of the Army for Manpower and Reserve Affairs (ASA (M&RA)) has chartered the Geographically Dispersed Task Force (GDTF) to help determine the needs of families living away from installations and military facilities. Military Family Forum I will provide a presentation titled "Support to Geographically Dispersed Soldiers and Family Members," which will provide information on how to better serve those families.

Many Soldiers have been deployed a number of times and can sometimes come

home changed from their experiences. This often creates difficulties with reestablishing the bond they had with their families prior to their separation. Forum II addresses ways to better prepare Soldiers and families for deployment and their lives afterwards. Presentations will feature the Army Campaign Plan and Comprehensive Fitness which focus on ensuring there is balance between Army requirements, Soldiers and families to create a more resilient force.

During Military Family Forum II the Department of Veterans Affairs (VA) will speak about their work and programs for returning veterans as well as provide information about the new veteran education benefit changes, the Post-9/11 GI Bill. VA representatives will also address the transitioning of care if a Soldier returns home severely wounded. Family Forum II will conclude with a presentation about FranklinCovey's POWER Pilot Program (Providing Outreach While Enhancing Readiness). This program's objective is to assist caregivers and service providers by helping them master the tools for achieving a sustainable professional quality of life (PQL). PQL is a term used by FranklinCovey to describe the positive physical, mental, social/emotional and spiritual experiences and conditions one should be trying to achieve in and through their work and volunteer activities. The purpose of the course is to explore the ways caregivers can rejuvenate themselves through self-care in order to unite with and lead others.

Deployments and high stress levels have a tendency to affect individuals differently. Forum III is focused on the on-going affects of conflict and family separation on individual members of an Army Family. This forum includes presentations on the Military Child and Adolescent Center of Excellence, an initiative by the Madigan Army Medical Center to help children work through issues rising from having a parent deployed. Presentations on the many affects of repeated deployments on children and how to better support deployed fathers and mothers to help them



to maintain their link with the family will be provided. Forum III will conclude with presentations from several organizations that reach out in their communities and nationally to assist military families with a variety of issues that Army programs may not be able to address.

Anyone attending the AUSA Annual Meeting is welcome to attend the Military Family Forums. However, seating is limited and reservations are recommended. An online registration form is available at www.ause.org/family.

The Family Programs Directorate continually searches for new information, resources and ways to develop new partnerships which are of value to Army families. One of the methods we use to reach out to families is our e-mail bimonthly newsletter, The Family Programs Update. We also work with other organizations in various ways and provide sponsorships for family events. Army family concerns are addressed through our legislative efforts and interaction with senior Army and program leaders.

Another part of our mission is to provide a voice for Army families by representing their interests on a number of Department of Defense and Department of the Army working groups and councils which cover education, benefits, healthcare and readiness. An AUSA Family Programs representative will also travel to provide presentations and information sessions upon request for family training events. Our exciting Annual Meeting events and other efforts on behalf of Army families offers a great opportunity for AUSA Corporate and Sustaining Member organizations to join with us and to impact Army families in a positive way. The need is great and the rewards are even greater.

SOFEX appoints AUSA as the Official Organizer of the USA Pavilion

U.S. confirms increased participation for SOFEX 2010

The Special Operations Forces Exhibition and Conference (SOFEX) has appointed AUSA as the official organizer of the USA Pavilion at the 8th edition of the SOFEX series, which will be held in Amman, Jordan from 10 – 13 May 2010.

Amer Tabbah, Managing Director of SOFEX stated, "We are confident that AUSA will deliver the largest and most impressive USA Pavilion seen at SOFEX to date." Mr. Tabbah went on to say, "We are very happy to be working with AUSA to organize the USA Pavilion at SOFEX 2010 and we look forward to the participation of the leading defense manufacturers as well as SMEs from the USA to present the most innovative equipment and services. AUSA only sponsors USA pavilions at the most prestigious international events and this collaboration is a testimony to the importance of SOFEX on the world's defense calendar and the paramount importance it has gained in the field."

The USA Pavilion at SOFEX 2010 will be larger than the 2006 edition and will include some of the latest and most advanced special operations equipment and technologies from the world's leading and most renowned defense manufacturers.

LTG Roger Thompson, USA, Ret., Vice President, Membership and Meetings, AUSA, said, "Due to its exclusive focus on Special Operations Forces and Homeland Security, the SOFEX series is one of the most important events on the defense industry calendar. AUSA is proud to have been appointed as the official organizer of the USA Pavilion for SOFEX 2010, and looks forward to supporting and working with SOFEX, an event that has established itself as a leader in the industry."

He added, "We are extremely excited to be the U.S. representatives for the 8th edition of the SOFEX series and to be part of its niche as it stands at the forefront of unique special operations and homeland security events. We aim to build on the success



AUSA welcomes AM General LLC as the first company to join the USA Pavilion at SOFEX 2010.

of SOFEX 2008, and help present the latest innovations in the field of Special Operations Forces providing our exhibitors with a wide range of services that will assist their participation in making it an unqualified success."

At SOFEX 2008, 34 national pavilions participated, representing 319 companies and attracting a record 10,000 visitors over the three day exhibition, including nearly 100 official delegations from 58 countries.

Sustaining Members – Vital to our Chapter Programs

In a previous edition of the IA Times we highlighted the contributions Sustaining Member companies are making to the success of our chapters through their volunteer leadership. We want to continue to highlight how large a role Sustaining Members play in partnering with the chapters to support our Soldiers and families. Last year the chapters provided over \$1.2 million in grants and contributions to further AUSA's mission. This figure would undoubtedly double if we counted all the donations in kind received from our Corporate and Sustaining Members. Many of our over 4,500 Corporate Members are local offices of Sustaining Member organizations and bring to the communities the generosity

and patriotism of the parent company. In the past year, Sustaining Member companies have played a major role in all aspects of our chapter's programs. Without singling out any specific companies, examples include donation of supplies to deployment and redeployment ceremonies, supporting units while deployed with gift packages (not only during holidays), sponsoring events for families of deployed Soldiers, and assistance in erecting memorials at many of our installations for those who paid the ultimate sacrifice. Several chapters report Sustaining Members approaching them with an offer of employment to our wounded warriors and assistance to homeless and needy veterans of previous wars. Numerous companies

have helped invest in our Army's future by supporting the ROTC programs with scholarships and support of professional development opportunities for cadets.

Much of the camaraderie and sense of family which defines our Army has been possible because of the efforts of our chapter volunteers. Their continuing work on behalf of the Soldiers and families would not be possible without the support of our Sustaining Member partners and for that we are all very grateful.

Please consider contacting your local AUSA chapter to find out how your company can get involved.

Special Feature

In future issues, the IA Times will feature articles by prominent military leaders on topics relevant to our Sustaining Members. This month, CSM David M. Bruner, U.S. Army Training and Doctrine Command, provides an article titled "NCO Brainstorm Offers Non-Technology Solution".

"NCO Brainstorm Offers Non-Technology Solution"

by CSM David M. Bruner, U.S. Army Training and Doctrine Command

Fort Monroe is a small post. A couple of months ago, General Dempsey and I decided to have a formation, get all the troops together, present an award, that sort of thing. Well, it didn't go too well – the turnout was poor. In fact, I went out to find that half of my Soldiers were missing.

The General was getting irritated and so was I. Where were my Soldiers? I checked my watch, thinking our time was off, but no, it was right on time. Finally, thankfully, a Soldier ran up, panting.

"Sir! Sergeant Major! I can explain, you see I had a date and it ran a little late. I ran to the bus but missed it, I hailed a cab but it broke down, found a farm, bought a horse but it dropped dead, ran ten miles, and now I'm here," he told me.

I was skeptical, but at least he was there – had to give him points for that – so I let him go to fall in. Moments later, eight more Soldiers came running into formation, so I stopped them and asked why there were late. Each of them had the same story.

"Sorry, Sir! Sorry, Sergeant Major! I had a date and it ran a little late. I ran to the bus but missed it, I hailed a cab but it broke down, found a farm, bought a horse, rode it until it dropped dead, ran ten miles, and now I'm here."

Now, I was pretty skeptical but since I let the first guy go, I had to let them go too.

I let a couple more minutes go by, and we're about ready to start the formation. Then another jogged up, panting heavily.

He stood at attention and said, "Sorry, Sir . . . Sorry Sergeant Major! I had a date and it ran a little late, I ran to the bus but missed it, I hailed a cab but . . ." I'd had enough, so I almost interrupted, but the General beat me to it.

"Let me guess," the General said, "it broke down."

"No," said the Soldier, "there were so many dead horses in the road, it took forever to get around them."

Well, I recommended that Soldier for promotion . . . not because he was late, but because he was adaptable. That's what we need leaders to be.

Many years ago, as a new Sergeant in the Special Forces, I stood around a blackboard with my team members. We had a mission and needed to formulate a plan to insert and extract our small team. The terrain was awful so we couldn't use wheeled vehicles or even helicopters. We needed a lot of supplies to accomplish our mission, but also needed to move quickly, so we couldn't just ruck up and drive on.

We were stumped. We had a difficult situation. We needed to adapt. Finally someone spoke up. It was a Sergeant in my team who had grown up on a ranch. Every year during leave he would lead civilian hiking expeditions for city slickers who wanted a taste of the West.

"Why not use mules?" he asked.

We laughed – after all, the only people in the U.S. who still used mules regularly were Amish – but he explained further and the idea made more and more sense.

The Army had long used pack animals, even into the 20th century. During World War I, the majority of artillery and cavalry units relied on horse-drawn equipment. The Army units that knew pack-animal logistics also proved some of the fiercest warriors of the World War II.

Merrill's Marauders, the raiders of the 6th Ranger Battalion who rescued 500 prisoners of war at Cabanatuan, and the alpine troops of the 10th Mountain Infantry who fought in the bitter campaigns of the war in Italy all had a common ancestor. Before their designation and retraining as elite infantry units, they were Muleskinners.



CSM David M. Bruner, U.S. Army Training and Doctrine Command

But as the 21st century drew to a close, this was all obsolete, outdated methodology. Or so we thought, until our mission was successful – because of mules.

Soon after September 11th, that Sergeant's idea was put to use. Since that day in the team room, he had become the subject matter expert in the military on using pack animals. As MG Gary M. Brennis said, "This is just another one of those skills that we may not use that often . . . that was the case with Afghanistan," he was quoted in an article published after the initial defeat of the Taliban. "We had to reach into our kit bag, and luckily in Special Forces we had several guys who had already been trained in this."

Guess who those guys were? The same Special Forces Soldiers who had initially heard that Sergeant's suggestion for how to conduct resupply and then taken it seriously. When thinking about the challenges we face in logistics, they can be overwhelming.

We must recognize how easy it is to be blinded by technology or standard ways of operating. We must constantly strive to see all dimensions of a problem and accept all creative solutions, old or new. As that Sergeant said, "In all of the Third World countries we operate in, 90 percent of the local supplies are moved not by motorized vehicles, but by animals. If

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you plan on going to a Third World country to conduct operations, you need this type of training. We need to move like the locals.”

This is not to say that we must now use mules for everything, all the time. My point is that a Noncommissioned Officer brainstorming in a room on Fort Campbell came up with a solution to a tough problem—the same type of tough problem facing our warriors on a daily basis. Over a decade later, former Secretary of Defense Rumsfeld would praise that Sergeant’s team room suggestion, telling reporters how the teams on the ground leading Northern Alliance troops and directing air strikes were able to move. They “heavily pack the mules and move equipment, ammunition, food . . . we have some terrific young people.”

This is the Year of the NCO, so I like to tell that story. I take pride in recalling that the highest levels of government were listening to and praising a Noncommissioned Officer with the guts to propose a creative solution. This is one of the reasons that 2009 is the Year of the Noncommissioned Officer; because the senior leadership in the Army recognizes that NCOs are the most adaptable, creative leaders in the Army. They have to be. They

are where the rubber meets the road. They have to interpret the commander’s intent and apply it in all sorts of ways no one can predict.

So who do we want as NCOs? Well, people like that Special Forces Sergeant. People like Sergeant Curtis Cullin, who welded a scrap of iron onto Sherman tanks in the hedgerows of Normandy and enabled the Allied Breakout that eventually won World War II. In a lot of ways we want Soldiers like that one who arrived last to formation.

You know why? Because he adapted. He could sense my skepticism about his story, so he made sure he wasn’t one of the Soldiers riding the dead horse – he just had a hard time getting around it. His excuse was adaptable. The other Soldiers just followed the Dakota tribal wisdom that says that when you discover you are riding a dead horse, the best strategy is to dismount and carry on. They were pretty adaptable too, come to think of it. They dismounted and ran to formation.

I’ve noticed we often try other strategies with dead horses: We buy a stronger whip. We

change riders. We say things like “This is the way we have always ridden this horse.” We appoint a committee to study the horse. We visit other sites to see how they ride dead horses. We increase the standards to qualify as a dead horse rider. We appoint a tiger team to revive the dead horse. We ask for legislation declaring that “This horse is not dead.” We issue statements saying “No horse is too dead to beat.” We blame the horse’s parents. We provide additional funding to increase the horse’s performance. We do a Cost Analysis Study to see if contractors can ride the horse cheaper. We declare the horse is “better, faster and cheaper” dead. We revisit the performance requirements for horses. Or we promote the dead horse to a supervisory position.

All we really need to do is get off and figure out another way. Sometimes, we just have to get on another horse, or figure out how to get around all the other dead ones. The question is how. I have confidence that the Soldiers in our Army have the solutions to all these problems, but only if we, as leaders, are willing to listen.

Army and Community Organizations Collaborate To Help Wounded Warriors Succeed

Thousands of service members have been severely wounded in service to our nation in the Global War on Terror. These resilient men and women and their families are actively working to embrace their challenges and transition to post-injury life, and U.S. Army and local support is a critical component to their success.

The Army Wounded Warrior Program (AW2), the official U.S. Army program that assists and advocates for severely wounded, injured, and ill Soldiers, veterans, and their families for as long as it takes, works closely with many organizations, including the Sentinels of Freedom Scholarship Foundation, to support these Soldiers and veterans.

The Sentinels of Freedom Scholarship Foundation takes a personal approach. Sentinels of Freedom coordinates with local communities and business leaders to adopt an individual service member for four years after injury. To date, this group has placed more than 50 Soldiers, Sailors, and Marines in local communities that provide jobs, housing, education, and transportation. Local leaders must also commit to mentoring the service member throughout the four years.

“Strategic relationships between the government and community groups are critical to the success of America’s Veterans,” said Sentinels of Freedom CEO, Mike Conklin. “We depend on our relationship with AW2 and the Warrior Transition Command to succeed. There are Sentinels Ambassadors at all the Veterans Affairs Polytrauma Centers, and I’ve asked AW2 advocates to call me personally when they find a veteran we can help.”

Jay Wilkerson, an AW2 veteran, participates in the Sentinels of Freedom program. In 2006, Wilkerson was seriously injured near Baghdad when two rocket propelled grenades struck his Humvee. He suffered severe head and hand injuries, including a traumatic brain injury, and spent two years recovering in military and Veterans Affairs treatment centers.

“The people of Pleasanton, CA, have done so much for me,” said Wilkerson. “I have an accountant and a lawyer and unbelievable support researching opportunities for my future. People even help with my grocery shopping.”

This spirit of collaboration extends throughout the warrior-support community. Organizations like Sentinels of Freedom often

reach to other non-profits to find additional services and assistance for the veterans they support.

“Community groups are critical to the success of our service,” said Conklin. “There is a shared responsibility in caring for wounded warriors and no organization can do it all. Sentinels of Freedom often partners with other organizations to meet the specific needs of our veterans.”

AW2 works with community organizations to meet a wide range of needs for its population, including jobs, education, housing, recreational activities, financial assistance and services for families and children.

“This support has been overwhelming,” said Wilkerson. “The people in my community tell me what they do is not enough compared to my sacrifice, but the Sentinels of Freedom ‘life scholarship’ has helped me achieve so much more than I ever imagined.”

For more information on the Army Wounded Warrior Program and the Sentinels of Freedom Scholarship Foundation, visit www.AW2.Army.mil and www.SentinelsOfFreedom.org.



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The Booth

The Booth is a feature by Rand Meade, AUSA's Exhibits and Sponsorships Manager. In future issues, look for information regarding a wide range of topics including your participation at AUSA events as an exhibitor or sponsor, the Order of Merit List, and helpful insights that will allow you to take full advantage of your membership with AUSA.



"The booth we used last year needs to be updated and expanded "

As we approach the 2009 AUSA Annual Meeting, I find myself reflecting upon our first year in the Walter E. Washington Convention Center. In October of 2003, after 50 years in the Marriott Wardman Park and Omni Shoreham hotels, we were finally able to move the event into a facility with true exhibit space. The possibilities seemed endless. We were scheduled to occupy exhibit halls D and E, which are on the upper level of the building and contain 230,000 square feet of display space; nearly triple the space we had ever occupied in the hotels.

Demand for exhibit space at the 2003 Annual Meeting exceeded all expectations. We quickly found ourselves in an oversold situation and began to explore alternatives. Eventually we were able to negotiate additional display space downstairs in exhibit halls B and C. When it was all said and done, our lower-level event foot print was at nearly 100,000 square feet of occupied space. Together with the upstairs halls, the 2003 Annual Meeting was four times the size of any previous iteration of the event.

Beginning in 2004, the Annual Meeting moved into exhibit halls A, B, and C, which contain 473,000 contiguous square feet of display space. This year will be the sixth year that we have held the meeting in this space. Many of you know that we outgrew this space in 2004, and have had a wait-list for Annual Meeting exhibit space since our first year at the convention center. Beginning in October

2011, we will add exhibit halls D and E and the event will grow to nearly 700,000 square feet. The additional display space will transform the meeting in two significant ways. Most importantly, all AUSA Sustaining Members will be able to book exhibit space for the 2011 event. Also, we anticipate the addition of several new International Pavilions, including the nations of Australia, Canada, Israel, and South Korea.

The 2011 Annual Meeting will also occupy two levels within the convention center. As a multi-level exposition we will face new challenges that will require creative solutions. Perhaps the two most important issues will be managing the attendee traffic flow and the allocation of exhibit space in a multi-level setting. We are currently developing a plan to address these issues and will release information shortly.

The Annual Meeting has undergone some major changes over the last seven years and is about to transform again. As I look to the future I see opportunity to continue to improve the world's largest land warfare forum. I hope that each of you will participate in the 2011 Annual Meeting. It promises to be an amazing event.

If you have questions regarding AUSA events or sponsorships, please don't hesitate to call me at (703) 907-2678 or (571) 332-6977. You can also e-mail me at rmeade@ausea.org.