

## IN THIS ISSUE

**A Word from the Army's New Chief of Staff... Page 2**

**PM TRADE Upgrades Two Ranges to Digital in Korea ... Page 3**

**STRI Supports National Guard, Reserve Soldiers... Page 4**

**U.S. Army Remembers 10th Anniversary of 9/11... Page 5**

## WORTH REPEATING

“To me, the Army Ten-Miler is about setting hard but attainable goals and going out there and achieving them. It is about completing your mission as a runner and as a Soldier.”

— **2nd Lt. Katie Durham**, an intelligence officer with 4th Brigade Combat Team, 82nd Airborne Division and a participant in Fort Bragg's Army Ten-Miler women's team who received the victory trophy for the fourth consecutive year.



Photo courtesy of SAIC

Crew members will see this virtual view of an NCM3 CH-47 manned module moving into place to pick up a simulated HMMWV.

## NEW AVIATION SIMULATOR LINKS CREW WITH PILOTS DURING FLIGHT TRAINING

By Rick Gregory, APEO Business Operations Support Staff

In the civilian world of aviation, it isn't real critical for pilots of passenger airliners to know if the gentleman sitting in seat 3B ordered the chicken or the beef for his in-flight meal, or if the flight attendant is smashing passengers' elbows as she wheels the drink cart down the aisle.

In Army aviation, however, teamwork between the aviators and their flight crew can provide the decisive difference in mission success or failure. That cohesiveness is even more important when operating in a high-threat environment.

A new aviation trainer – the Non-Rated Crew Member Manned Module, or NCM3 – was initially delivered to Fort Campbell, Ky., this month to meet that need. A “non-rated” crew member is an officer or enlisted Soldier who has not been rated as an aviator or flight surgeon.

The new training device can operate as a stand-alone trainer for the flight crew or be combined with the Aviation Combined Arms Tactical Trainer (AVCATT) to allow the aviators and crew to train together. The plans call for a second fielding of an NCM3 to

Fort Campbell in December and then two devices fielded each year until there is one at each of the 23 sites where AVCATTs are located.

The new training device will be used to support instruction in crew coordination, flight, aerial gunnery and hoist and sling load related tasks. Each NCM3 training suite will contain two manned modules reconfigurable to either a UH-60 (Blackhawk) or CH-47 (Chinook) helicopter.

The gunnery training is critical for door and ramp gunners to practice defending the aircraft

*Continued on page 11*



## **Initial Thoughts from the Army Chief of Staff**

Letter Originally Printed Sept. 7, 2011

I am honored and humbled to be your 38th Chief of Staff. Over the last 10 years our Army has proven itself in arguably the most difficult environment we have ever faced. Our leaders at every level have displayed unparalleled ingenuity, flexibility and adaptability. Our Soldiers have displayed mental and physical toughness and courage under fire. They have transformed the Army into the most versatile, agile, rapidly deployable and sustainable strategic land force in the world.

Our Army is the nation's force of decisive action, extremely relevant and highly effective for a wide range of missions. Trust is the bedrock of our honored profession - trust between each other, trust between Soldiers and leaders, trust between Soldiers and their families and the Army, and trust with the American people.

Today is like no other time in our history. We remain at war, and our top priority is to win the current fight. It is also a time of uncertainty and historic change. We face a multitude of security challenges, such as transnational and regional terrorism in places like Yemen, Somalia, North Africa and Pakistan's Federally Administered Tribal Areas. We have the uncertainty of the Arab Spring, the proliferation of nuclear weapons and challenges of rising powers. All of this is underpinned by fiscal constraint.

Despite the challenges, we confront the future from a position of great strength. Our Army will continue to be the best equipped, best trained and best led force in the world. The strength of our nation is our Army; the strength of our Army is our Soldiers; the strength of our Soldiers is our families. This is what makes us Army Strong.

Along with the Secretary of the Army, in the coming weeks I will share thoughts on our way forward. This includes sustaining our all-volunteer Army, providing depth and versatility to the joint force and ensuring flexibility for defense of our interests at home and abroad.

I am proud to serve in your ranks, filled by great men and women that willingly serve our country. You are courageous, confident, competent and compassionate. You live our Army Values 24/7 in all you do. Discipline, high standards, and fitness are your watch words. You are the best our country has to offer. I look forward to seeing you as I visit your camps, posts, stations and operating bases. Thank you for your steadfast dedication and loyal service to our nation.

//Original Signed//  
Raymond T. Odierno  
Chief of Staff, U.S. Army



# DIGITAL TRAINING GETS A PIECE OF THE ROK

By Timothy M. Ward and Bryce R. Christensen

In May 2011, the Republic of Korea (ROK), Land of the Morning Calm, awoke to a new era in armor gunnery training. Korea's Rodriguez Live Fire Complex (RLFC) was transformed from a legacy gunnery range to a new world-class facility inclusive of two digitally enhanced ranges.

This modern complex now touts a Digital Multi-Purpose Training Range (DMPTR) and a Digital Multi-Purpose Range Complex (DMPRC). These ranges provide technologically enhanced digital capabilities with distinct range modifications that improve doctrinal training. In the words of the 2nd Infantry Division (2ID) Commander, Maj. Gen. Michael S. Tucker, "This technology allows us to achieve high-performing 'killer crews' in half the time required when using non-digital ranges."

## BACKGROUND

In early March 2010, Maj. Gen. Tucker challenged PEO STRI to modernize his combat vehicle ranges. Real-world events accelerated the fielding of the Army's newest Abrams tanks and Bradleys—the M1A2 SEP v2 and the M2A3 Bradley Fighting Vehicles to 2ID. The existing Eighth Army ranges, however, were woefully inadequate to maximize the potential of the newest digital combat vehicles. PEO STRI assigned the urgent requirement to the Product Manager for Digitized Training (PM DT), the team responsible for developing and fielding the Army's Digital Range Training System (DRTS).

Meeting the urgent need was initially rated high risk. The DRTS program was faced with executing two unforecasted, major range upgrades under the constraints of an OCONUS location within a matter of eight short months. Adding to the complexity of the project was the requirement

to jointly work this effort with the Far East Division Corps of Engineers (COE) and associated contractors in making vast physical range changes at the same time that instrumentation and testing was set to occur.

The two legacy RLFC analog ranges were not capable of meeting the expanded requirements of the Army's newest tanks and Bradleys. The ranges also lacked the tools needed for quality after action reviews. The smaller Multi-Purpose Training Range (MPTR) was equipped with Targetry Range Automated Control and Recording (TRACR) with target control and recording functions, but the system was not optimal due to Information Assurance (IA) constraints unique to Korea. The Multi-Purpose Range Complex (MPRC) was even further behind technologically with rudimentary target controllers and outdated field cameras. Additionally, the MPRC lacked the capability to view and record Thru-Sight Video (TSV) in real time.

## THE DIGITAL RANGE TRAINING SYSTEM (DRTS)

The technical solution to the 2ID's urgent training need was logically found in the inherent capabilities of DRTS, which is a live-fire gunnery and tactical training support system. DRTS provides the capability of training, evaluating and stressing today's Soldiers and their modern



U.S. Army PEO STRI Photo/Maj. Pon Tran

Four M1A2 SEP v2 tanks conduct a Table XII platoon-level exercise on the new Digital Multi-Purpose Range Complex (DMPRC).

equipment with a realistic train-as-you-fight/operational environment. The instrumentation suite includes control consoles to digitally plan and control live-fire Abrams, Bradley, aviation assets, and Stryker with dismounted Infantry training. The integrated software executes the training scenarios through the Scenario Development Tool (SDT). DRTS utilizes the onboard Integrated Player Unit (IPU) with 3rd generation IP technology to wirelessly stream data including the vehicle's location, audio, thru-sight/crew video and digital 1553 data buss information (trigger pulls/switchology/turret azimuth/elevation). The IPU is mounted on the vehicle exterior and retransmits vehicle data using a wireless mesh infrastructure to the Range Operations Center (ROC). The latest IPU accomplishes this data

transmission requirement at reduced cost and installation time compared to earlier DRTS IPU's. After gunnery exercises, DRTS subsystems support training data analysis, preparation, presentation and immediate feedback in the after-action review theater located on the range. Commanders and crews alike benefit from the real-time precision analysis of individual through platoon gunnery tables.

## PROGRAM CHALLENGES

The RLFC upgrade manifested all the challenges inherent to an acquisition program with regard to cost, schedule and performance. The requirement to upgrade the RLFC ranges was identified in March 2010, with Initial Operating Capability (IOC) set for no later than May 30, 2011;

*Continued on page 9*

# PEO STRI HELPS ARMY RESERVE, NATIONAL GUARD SOLDIERS MAINTAIN THE FIGHTING EDGE

By Rick Gregory, APEO Business Operations Support Staff

They are often referred to as citizen Soldiers - men and women who don their Army uniforms and train one weekend a month and two weeks a year in the Army Reserve or National Guard and then go about their civilian lives the rest of the year.

Since Sept. 11, 2001, though, many of them have spent more time being Soldiers than citizens and more time in Iraq or Afghanistan than in their hometowns. Some of those brave Soldiers were never able to return to their civilian lives.

Spc. Nichole Frye had been in Iraq for only two weeks when an improvised explosive device (IED) took her life. Prior to being deployed with her Army Reserve unit, she was working as a waitress in Lena, Wis., with plans of attending college upon return from her deployment.

Staff Sgt. James McNaughton, a New York City police officer, was serving in the Army Reserve on a tour in Iraq when he was shot and killed by a sniper while guarding prisoners.

1st Sgt. Tobias Meister, an Army National Guard Soldier from Remsen, Iowa, was working at an oil and gas company in Tulsa, Okla., when he was called to active duty and deployed to Afghanistan. He died of injuries from an IED while on patrol.

These are just three of the close to a half-million Army Reserve and National Guard Soldiers who were called to active duty since Sept. 11, 2001 to support the Overseas Contingency Operations. Nearly 200 have paid the ultimate sacrifice. Today, approximately 70,500 are on active duty and many are deployed in harm's way in Iraq and Afghanistan.

To ensure those Soldiers have

the best training possible prior to deployment, PEO STRI's Project Manager for Combined Arms Tactical Trainers (PM CATT) has a dedicated team whose sole mission is to support the Training Aids, Devices, Simulators and Simulations (TADSS) needs of the Army Reserve and National Guard.

Led by Lt. Col. William Canaley, the Assistant Project Manager for Reserve Component Training Systems, a team that is composed of Army Reserve and National Guard personnel, has fielded more than 421 TADSS systems over the past three years to their counterparts around the country.

"In working with PEO STRI, it is clear they understand the significant operational role the National Guard has taken," Canaley said. "It is our belief that PEO STRI acknowledges the need to provide trainers in an expeditious manner and is working with the National Guard team to enhance its capabilities"

The commander of Kansas City's 418th Civil Affairs Battalion experienced firsthand how important it is to have TADSS systems available for training his Soldiers.

According to an article published by the Army Reserve Public Affairs Office, when the battalion learned they would not receive their range ammunition for their September Battle

Assembly, they turned to the Engagement Skills Trainer (EST 2000), a weapons training system fielded by PEO STRI, to keep from cancelling the scheduled M-16 rifle qualifications.

"Our ammo was cancelled at the last minute," Lt. Col. Kevin Wiley, the battalion commander, said. "But, our Battle Assembly wasn't. Soldiers need the training to develop and maintain their proficiency, and it's up to us to figure out a way to make the mission happen." Thanks to the training on the EST 2000, the unit had 90 percent of their Soldiers qualify on the M-16 rifle that day.

One of the battalion's training NCOs, Sgt. 1st Class Mark Johnson, said that besides the rifle qualification, the EST 2000 helped train them on their unit's mission.

"The scenario training is very civil affairs related," he said. "We can practice rules of engagement

and escalation of force. These are the situations we're going to be facing in theater."

1st Lt. Shayla Sparks, the battalion supply officer, added, "The EST is time and cost efficient because you're not burning actual rounds. You can get everyone qualified and then move to the real world scenarios like dealing with angry villagers and hostage situations."

More than 330 of the EST systems have been fielded to Army Reserve and National Guard installations with plans to field over 200 more.

The 738th Area Support Medical Company, a National Guard unit headquartered in Monticello, Ind., also recently experienced the realism of PEO STRI-fielded training systems. They had traveled to the Camp Atterbury Joint Maneuver Training Center in central Indiana to sharpen their medical skills us-

*Continued on page 10*



*Courtesy Photo*

**Pfc. Elise McNabb, a combat medic with the 738th Area Support Medical Company, works on a "patient" in the Medical Simulation Training Center.**



# Where are We Now: 10th Anniversary of 9/11

Reprinted from STAND-TO!, a daily compendium of news for Army leaders

## What is it?

This year commemorates ten years since the attacks by al Qaeda upon the United States on Tuesday, Sept. 11, 2001. The 10th anniversary of 9/11 is milestone for the country - a moment to reflect on the last ten years while looking forward. We have a moral and ethical duty to honor the victims of the attacks, their families, first responders, and service members serving in our formations. We should recognize the resilience of our communities, ideals, shared identity and partnerships appreciating the full nature of our response to the attacks, portraying a positive vision and denying al Qaedas claims of victory.

## Why is this important to the Army?

Our nation has been at war for almost a decade, the longest period of continuous combat ever for our all-volunteer force. The Army has met every challenge demonstrating indelible spirit, sacrifice and sheer determination in protecting our national interests and supporting our friends and allies around the world. While we must never forget those who we lost, we must do more than simply remember them; we must sustain our resilience and remain united to prevent new attacks and new victims. The war is not over yet, and we remain facing an uncertain and increasingly complex strategic environment.

## What has the Army done?

We have successfully ended combat operations in Iraq, while simultaneously conducting one of the largest retrogrades in our nation's history. We have surged Soldiers into Afghanistan to support a strategy to address an adaptive enemy. We have also nearly completed the transformation of our operational force and are now addressing the Army's generating force. Additionally, the Army has provided lifesaving humanitarian assistance to those affected by natural disasters in Pakistan, Haiti, and Japan, and supported homeland defense and civil authorities in border screening and the Gulf of Mexico oil clean up.

## What continued efforts does the Army have planned?

The Army will provide whatever it takes to achieve the nation's objectives in the current fight. We will master the fundamentals of war but remain versatile and adaptable to any task our nation may call upon us to perform. We will maintain our strong connection to our broad and diverse republic and be good stewards of its resources. Through smart change, we will become more capable and provide our nation the options it will require in an uncertain future.



# STRI Employee Graduates from DAU PM Class

By Donna Casey, Administrative Support for Defense Acquisition University

PEO STRI employee Maureen Llerandi, a fielding and sustainment coordinator, successfully completed the second part of the Level III certification course in the program management career field at the Defense Acquisition University.

“Defense Acquisition University-South Region at the Warner Robins, Ga., campus would like to congratulate the PMT 352B Session 11-034 class on the successful completion of their four week course,” DAU officials said.

Attendees from various loca-

tions with career fields in program management, system engineering, production,

quality and manufacturing, and test and evaluation were given scenario-based practical exercises with topical themes such as interoperability, prototyping and evolutionary acquisition in a classroom setting.

The Program Management Office Course-Part B is the capstone



course of the Level III certification in the program management career field.

Over the past four weeks, the PMT 352B class participated in a series of 10 interconnected exercises to deepen and broaden acquisition and sustainment knowledge, hone team and interpersonal skills and further develop critical thinking.

One of the exercises, named Dragonfly, required the students

to design and test an unmanned ground vehicle with various sensors, movement components and weapons in a simulated combat environment. This is an example of leveraging technology to enhance the classroom experience.

Similar to life in a “real” program management office, the students grappled with an overabundance of requirements, too few resources and inadequate time. This conundrum is repeated through all 10 exercises where leadership, teamwork, hard work and critical thinking are fused to achieve success.

# Army Leaders Cite Acquisition Improvements

By Kris Osborn, ASA(ALT) Strategic Communications

The U.S. Army is making substantial progress with numerous ongoing efforts designed to improve the acquisition process by implementing recommendations from a recently completed Army Acquisition Review.

The Army is reforming, “tiering” and streamlining requirements on some of its large scale programs and conducting Capability Portfolio Reviews, or CPRs, aimed at eliminating redundancy and maximizing efficiency across groups of programs, service leaders told reporters Oct. 10, at the 2011 Association of the United States Army Annual Meeting and Exposition in Washington, D.C.

Army Secretary John McHugh said one of the first things he did as an Army leader was to commission an all-inclusive Army Acquisition Review, or AAR, designed to identify and help solve problems throughout the services’ acquisition practices, policies and procedures.

The Army is already making great strides amidst efforts to institute many of the recommendations outlined by the AAR, McHugh

said.

“They came back with more than 70 recommendations and we have already instituted more than 60 of those and are working on others. We have already come a long way,” McHugh told reporters.

Improving communication with industry, reforming requirements by synchronizing them with resources and acquisition goals at the front end of the process and standing up a Deputy Assistant Secretary of the Army for “Services” acquisition are among the many recommendations already being implemented by the Army.

“By not letting our requirements spin out of control and become more like star wars than reality, we’re continuing to examine this every day. I have established a task force to validate our ability to acquire big systems. We are also thinking very hard about what kind of systems we are going to pursue and making trade-offs with those systems,” McHugh said.

For example, the Army and Marine Corps have worked together and in some cases made trade-offs to establish a set of achievable,

mutually-agreed upon requirements for the Joint Light Tactical Vehicle, or JLTV, program, a next-generation light tactical vehicle now under development being engineered to deliver an unprecedented blend of performance, payload and protection.

Requirements trade-offs have also lowered the price of the vehicle, service officials explained.

“I think we’ve done an awful lot of work there. It’s a program that both the Army and the Marines want to move forward together with. We’re locked arm in arm because of what we have done over the last year with this program. The Army and Marines are working closely together,” said Army Chief of Staff Gen. Raymond Odierno.

The Army is also making great progress with a series of service-wide analyses called Capability Portfolio Reviews designed to examine acquisition programs in “portfolios” with a mind to how they impact one another and effect the Army as whole, Odierno added.

The various CPRs are aimed at assessing the Army’s acquisition needs and priorities across a giv-



U.S. Army ASA(ALT) Photo/Tricia May

**Secretary of the Army John McHugh and Chief of Staff of the Army Gen. Raymond T. Odierno address the media after the opening ceremony of the 2011 Association of the United States Army Annual Meeting and Exposition, Oct. 10, 2011, in Washington, D.C.**

en “portfolio” of systems such as combat vehicles, tactical wheeled vehicles, missiles, aircraft, networks and aviation platforms, among others.

“We have to now take those portfolios and understand what our strategy for the future is. I would argue in the last 18 months we have made some significant changes in our modernization and acquisition programs and I am very confident in the direction we are heading,” Odierno told reporters.





U.S. Army Photo/C. Todd Lopez

During the opening ceremony of the 2011 Association of the United States Army Annual Meeting and Exposition in Washington, D.C., Secretary of the Army John McHugh pointed out that the Army provides 50 to 70 percent of deployable forces. Additionally, he said, the Army represents about half of America's entire fighting force, yet consumes only a quarter to 30 percent of the entire defense budget.

# ARMY BRACING FOR MORE BUDGET CUTS, AUSA AUDIENCE TOLD

By C. Todd Lopez, Army News Service

The potential of Department of Defense facing additional budget cuts of \$500-\$600 billion over the next 10 years keeps him "up at night," Secretary of the Army John McHugh said.

The DoD is already looking at budget cuts meant to save the federal government \$450 billion over 10 years. In addition, lawmakers who are part of the "super committee" are looking to find an additional \$1.2 trillion in savings over the same period. If they fail to do so, as much as half of that amount could automatically be taken from the DoD through "sequestration,"

McHugh said.

"I think we're in a positive position to accommodate at least the \$450 billion or so in cuts that have been scheduled against the DoD to this point," McHugh told a panel of journalists during the opening hours of the 2011 Association of the United States Army Annual Meeting and Exposition in Washington, D.C.

"Additional cuts coming out of that process, particularly the potential of sequestration, and the \$500-\$600 billion or so of additional cuts that would likely (be brought) against the Defense Department, I would think it is

fair to say [would be] catastrophic," McHugh said, "certainly to the Army and certainly to our national defense posture."

Chief of Staff of the Army Gen. Raymond Odierno said that the potential of a "hollow force" would not come to fruition, however. Instead, he said, a ready and capable force would exist, though size might be affected.

"No matter what happens, we are not going to have a hollow force," Odierno said. "We are going to have a force that is a certain size that has the modernization and readiness necessary to be quality."

The general said that, despite the quality of such a force, and it's readiness to deploy and fight, it would be questionable what could be done with it.

Both McHugh and Odierno agreed that cuts to the DoD would likely be shared equally across the three military departments -- the Army, the Navy and the Air Force. The Marine Corps falls under the department of the Navy.

Earlier, at the opening ceremony of the 2011 AUSA event, McHugh addressed a room of more than 3,000 guests including

*Continued on page 8*



Soldiers, civilian employees and defense contractors.

During his opening remarks there, the secretary pointed out that while all services contribute to the fight, it is the Army that carries the brunt of the mission in both Iraq and Afghanistan.

“There’s no getting around the fact that it is the Army that has been saddled with much of the burden these past years, providing between 50 to 70 percent of our deployable forces,” McHugh said, addressing an audience that was likely half Soldiers. “While I am loathed to view our men and women in uniform as mere budgetary statistics, I think it is important to remind people that while the U.S. Army represents half of our nation’s entire force, we consume only a quarter to 30 percent of the entire defense budget.”

The secretary said that decision makers often fail to correctly predict the nature of future conflicts and that following conflicts like World War I, World War II, and Korea, for instance, budget decisions were made based on the notion that ground forces were no longer relevant; those decisions ended up depleting Army forces and reducing quality of life for Soldiers and their families.

This time, he said, the Army has seen the economic downturn in advance as well as the impending budget cuts.

“Unlike in the past, this time we have seen this downturn coming for some time,” he said. “We have been analyzing the best ways to meet these challenges, and as such I can tell you we are better positioned than at any time in our nation’s history to deal with the fiscal realities and do it in a way that truly makes sense.”

Part of dealing with fiscal realities, he said, is cuts to end strength -- the total number of men and women in uniform. The end strength will eventu-

ally “look different” than it does now, he said. And with the draw-downs in Iraq and Afghanistan, he said he thinks the Army can handle the challenge of end-strength reductions.

But he was cautious to hope that cuts don’t come too quick or too clumsy.

“But what is critically important, is that no matter what the force ultimately looks like, we have sufficient time to ramp down to ensure we do it in a balanced way and that we have what is necessary for training and equipment and reset,” McHugh said.

Another concern for McHugh, he said, are suggestions that “some of the services recover at the sacrifices of others. That the United States probably doesn’t need a strong and decisive standing Army the future to them looks more like ‘Transformers’ than ‘Saving Private Ryan.’ History looms before us once again.”

McHugh said air power and technology are critical, but that America’s enemies don’t often fight the way Americans predict they will. Boots on the ground, he said, are critical for the nation’s defense.

“No major conflict has ever been won without boots on the ground,” he said. “And accordingly, our national interests demand that while we set about the task of reshaping this Army for the years ahead, we remain steadfast and continue to support this, the greatest land force the world has ever known.”

Efforts to help the Army find ways to save money, to be able to absorb looming budget cuts, are already underway, McHugh said.

The service is removing redundancies and overlap in research, for instance. Additionally, McHugh has asked that that Army look into the multiple and expensive temporary task forces that have become “permanent.”

Also underway are efforts to streamline the requirements process, reforms to the Installation Management Command and “sweeping changes” to human capital management.

McHugh said changes will be made to find cost savings within the Army Service Acquisition program, where \$243 billion was spent in 2010 -- including \$140 billion on contracts, where more than half was spent on services.

A McHugh-issued directive will create a new government structure that will consolidate about 45 percent of service obligations into six portfolio management centers, he said. Those include facility support services, medical services, transportation services, electronics and com-

munications, equipment related services, and knowledge-based services.

“This will, I believe, improve oversight effectiveness, while helping us tailor and apply and monitor the results of better buying practices for improved acquisition, as well as leveraging portfolio demand for better prices,” he said.

Those types of actions, he said, will help the Army deal with the budgets that will be made for the service by others. He told Soldiers he will help guide the Army to make it through the budget crisis, and will keep them in mind when doing so.

“We can, we must -- and I promise you -- we will do better,” he said.

**JUST SAY NO  
TO THE OLD LOGO**

ALL BUT WAR IS SIMULATION

Refrain from using PEO STRI's old logo in briefing slides, printed documents and other collateral material. It's still okay, however, to wear it on a shirt, drink from a cup with it, display an award with it pictured, etc.

**CORRECT LOGO**

**PEO STRI**

a small window of opportunity from contract execution to completion that was a radical departure from the three-year MILCON and DRTS installation timeframe required for similar digital ranges. The budgetary latitude to initiate the unprogrammed project was gained through a Congressional funding addition, and the skillful reprogramming of DRTS funds. Trade-off analysis was also an integral part of maintaining functionality and reducing costs in key areas. A prime example was the buss bar and rail system for Moving Armor Targets. The Training Support Activity Korea (TSAK) wanted to retain the existing buss bar system on the DMPRC, but the unsafe condition and degradation warranted a complete replacement with an un-forecasted cost of roughly \$650,000. The trade-off in this instance came from the installation of docking stations and utilization of the current rail system costing only \$150,000. System functionality was maintained and the solution was amenable to Training Support Activity Korea and 2ID.

One of the important objectives of the range redesign was to make the range more tactically challenging to tank and Bradley crews with “rolling battle positions,” crossing lanes and low water crossings. These additional construction activities, which began after initial DRTS installation, introduced performance and schedule challenges. In a traditional range project cycle, the COE completes all range design and construction before instrumentation occurs. Concurrent construction threatened to markedly change the range architecture, which in turn would alter the radio frequency analysis for network coverage, and potentially create conflicts among competing contractors. All of these conditions would normally extend the schedule.

The logistical issues with a project of this scope were mul-

tiplied because the project was conducted in a remote OCONUS location. The time/distance factors imposed by shipping components to Korea from CONUS affected order/ship times for all components, International Traffic in Arms Regulations (ITAR) for sensitive items, and responsiveness to unforecasted component needs. The challenges imposed by regulatory constraints and time/distance were identified early in the acquisition process and worked intensively by the DRTS team, system integrators and TSAK to resolve or mitigate the logistical issues.

#### **COMMON OPERATING PICTURE: THE KEY TO COORDINATING SUCCESS**

To achieve this objective, the 2ID leadership, in concert with TSAK, supporting contractors and the DRTS Team, worked from a Common Operating Picture (COP) to coordinate all construction, instrumentation and tactical unit support requirements towards the desired endstate. The COP, in conjunction with weekly meetings, became an invaluable tool to manage expectations of all stakeholders, conduct immediate problem identification and resolution, and to rapidly and efficiently adjust to changing environmental conditions that would ultimately affect project completion. Due to the nature of the project, IPRs included all stakeholders and were initially conducted on a biweekly basis. As the testing phase neared, the IPR frequency increased to a weekly meeting to meet the dynamic nature of the concurrent efforts.

Achieving the RLFC objectives would not have been possible without a COP reviewed and underwritten by the assistant division commander (maneuver), Brigadier General Charles L. Taylor, and the willingness of the command to dedicate user resources to support the incremental testing phases. This close association between the user and materiel solution provider significantly contributed to the rapid fielding mandated in the project. One initial objective was to provide an early range capability to support the ongoing Operator New Equipment Training (OPNET) gunnery requirements for the new M1A2 SEP tanks. In response to this need, the prime contractor implemented efficiencies and lessons learned into its processes and the DMPTR was completed three weeks ahead of schedule in order to provide 2ID with a functioning range to facilitate their OPNET. Upon acceptance of the smaller DMPTR, the stakeholders were then able to focus all resources and management processes in a

time-phased approach to complete the construction, instrumentation, and testing of the DMPRC to meet the May 30 IOC. To underscore the urgency and importance of these ranges, units of the 2ID were conducting live-fire tank gunnery operations on the DMPRC the very next day after government acceptance.

The ultimate success of the RLFC DRTS project was the direct result of the unprecedented, collaborative efforts of all the stakeholders involved. The key players maintained an extraordinary level of continuity with a clearly defined endstate to effectively overcome the inherent challenges of meeting the user’s needs in a compressed timeline. Maj. Gen. Tucker best qualified the successes of the RFLC from his user perspective, “This is the most modern mission focused precision gunnery complex in the world. The unique combination of range technology and terrain allows units to train ‘as and where’ they will fight if called upon to defend the ROK from aggression.”



*U.S. Army PEO STRI Photo/Maj. Pon Tran*

**2nd Infantry Division Soldiers conducting Crew Evaluations in the Exercise Control (EXCON) of the Warrior Valley DMPTR. The multiple displays on the screen depict the combat vehicle situational awareness, gunner’s and commander’s views, crew compartment video and 1553 data.**



# CITIZEN STRI

*“In light of the 10th anniversary of 9/11, share your thoughts on perhaps the gravest day in U.S. history.”*



“When 9/11 occurred, I believe I was still an immature high school student that witnessed everything happening on TV, but didn’t realize the total consequence of what happened and what was going to be the lingering effect. As the years have passed and we have reached this anniversary, I definitely haven’t forgotten about the lives lost that day and the lives lost during the ensuing wars, but have had a continued increase in understanding the impact that this event had on America and the world in the past, present and

future. My last few years at PEO STRI in Orlando and recently Redstone Ala., have cemented my belief that America was, is and always will be the great nation on earth. This anniversary makes me want to continue to support the Warfighter, the Army and my country.

I recently made a trip to Washington D.C. with my wife, and I made sure we went to the Pentagon to see the memorial. As you walk into the memorial area, you will walk down a timeline of the years the victims were born. Each year is marked on the wall and lines sweep across the plot with raised benches with the inscription of the individual lost. Along with photos and mementos left behind by family and friends, you can find additional inscriptions that link family members that were traveling or working together that were also lost that day. I intend to continue to travel to see this beautiful country and will be stopping by New York City and Pennsylvania to continue to pay respect.”

- Jason Sumner, CIO



“Besides losing family members, it was the worst day of my life. To know that individuals are capable of such violence was very perplexing, yet eye-opening. At that point in my life I knew very little of the outside world.

I believed then that we were the greatest country in the world. I know now that we ARE the greatest country in the world.

After 10 years looking back, there have been sacrifices and much effort spent because of the Global War on Terror. But our sacrifices and efforts have not been in vain.

The Revolutionary War, Pearl Harbor, 9/11... when the enemy comes onto our soil and attacks, we give it back ten-fold.”

- Andrew Echols, PM TRADE

Want your opinion heard? Answer October’s Question! The question is open to the entire workforce. **“How did you celebrate Halloween?”** Send your response to [Kristen.McCullough@us.army.mil](mailto:Kristen.McCullough@us.army.mil) and put Citizen STRI in the subject line.

**ARNG:** *continued from page 4*

ing the Medical Simulation Training Center (MSTC) that opened there last March.

In an article published by the Camp Atterbury Public Affairs Office, one of the Soldiers going through the MSTC training said it was invaluable in preparing her for a real-life mission.

“It’s stressful and gets pretty intense at times,” Pfc. Elise McNabb, a combat medic, said. “You really have to stay focused and keep calm. Anyone can study and recite what they have learned, but when you’re actually doing the hands-on treatment in a stressful environment you tend to fumble. You really need to keep your cool.”

Besides the EST 2000 and the MSTCs, some of the other training systems PEO STRI has fielded to the Army Reserve and National Guard over the past three years include more than 135 Call For Fire Trainers, 109 HMMWV Egress Assistance Trainers, seven Aviation Combined Arms Tactical Trainers and 26 Games For Training systems.

Lt. Col. Trygve Trosper, chief of the Training Support Branch for the Army National Guard’s Training Division, said his division is committed to providing TADSS to deploying National Guard Soldiers.

“Based on feedback from leadership, TADSS plays a vital role in the development of their training programs,” he said. “The realism that TADSS brings to training is especially positive when some of the new TADSS can replicate the current theater of operations. It’s imperative that our Soldiers receive TADSS in the right amounts and at the right time.”

The Army National Guard motto is “Always ready, Always there.” The team at PM CATT’s Assistant Project Manager for Reserve Component Training Systems is dedicated to ensuring they are taking care of the first part of that motto, not only for the National Guard, but the Army Reserve Soldiers as well.



*Courtesy Photo*

**A Soldier with Kansas City’s 418th Civil Affairs Battalion practices her skills on the EST 2000.**





Photo courtesy of SAIC

Operators/trainers observe CH-47 operations being conducted in the aft manned module (left) and UH-60 operations being conducted in the forward manned module (right). The Superview LCDs are reconfigurable to show any combination of up to 12 views.

from enemy engagement during maneuvers such as sling load operations to replenish supplies to ground troops and hoist operations for survival and medical evacuation of injured Soldiers.

The hoist operations training with the NCM3 puts the crew in realistic, simulated situations of retrieving Soldiers out of woods, mountainous locations and other difficult terrain, while the sling load operators will be challenged in simulated hookup exercises based on the location of the virtual hookman on the ground.

“One of the really great things about the new simulator is it puts the aviators and the crew in the same simulated aircraft when the NCM3 is configured with the AVCATT pilot training simulator,” Jeff Goodman, NCM3 lead systems engineer, said. “For the first time, they will be able to train as a team on simulated mission rehearsals.”

The NCM3, he said, enables the team to practice their skills in crawl, walk and run training phases. The training with pilot interaction will not be conducted until the run phase. The instructor/operator will serve as the pilot until training reaches that stage.

During the crawl segment of their training using the NCM3, the door gunners will use a high-fidelity demilitarized machine

gun that has pneumatic recoil for realism and an LCD screen for target engagement.

The walk portion will add a virtual reality aspect as non-rated crew members don a helmet-mounted display in a darkened environment to add even more realism as they complete their tasks. The hoist and sling load tasks will be conducted through authentically designed floor hatches. Crew members will wear goggles that provide a 3-D virtual view of the tasks and will use physical hoist and hook mechanisms that provide realistic cable motion and resistance.

Once the AVCATT is joined with the NCM3, the entire crew will enter their simulated helicopter and train as a team in a combined arms virtual training environment. This will allow the helicopter crew and pilots to train as they fight in realistic, high-fidelity scenarios that mirror real world activities.

Goodman said three crew chiefs from Fort Rucker, Ala., the Army’s Aviation Center of Excellence, are excited about the system and anxious to get it in the field for training. One of those subject matter experts is Sgt. 1st Class Richard Madill of the 13th Aviation Regiment.

“As far as aviator training with the non-rated crew members, I

can sum it up in two words - crew coordination,” Madill said. “Crew coordination is very important to the function of the entire flight crew and can’t be advanced without practice. It would be like a football team playing a season

opening game without spring training, and the two-a-day practices. There would be no chemistry.”

Thanks to the fielding of the NCM3, training as a team will provide that chemistry.

## Marge Hadbavny

Protocol Officer  
Program Executive Office  
for Simulation, Training and Instrumentation

### A Farewell Toast to YOU the Readers

*There once was a lady who stressed manners and grace,  
to ensure that dignitaries visiting our base,  
received the attention befitting generals and kings,  
while seeing our products are better than Beijing’s.  
And finally to realize we’re winning the race,  
and that STRI’s a fabulous place.*



As I retreat into retirement, I would like to say that it has been my pleasure to bring you etiquette tips and protocol guidelines for our monthly Inside STRI newsletter and to serve you in my capacity as protocol officer. I would like to sincerely thank each of

you for every experience, friendship, opportunity and the good time I had.

I have thoroughly enjoyed every aspect of being part of the PEO STRI family, and I wish you all the very best in the future.

Warm regards,

Marge Hadbavny  
PEO STRI Protocol Officer

## HOLIDAYS Events

OCTOBER 10  
Columbus Day

OCTOBER 10-12  
AUSA  
Annual Meeting & Exposition

OCTOBER 14  
Oktoberfest  
hosted by PM Field OPS

OCTOBER 31  
Halloween

## INSIDE PEO STRI

Inside STRI is an authorized publication for military and civilian members of the U.S. Army Program Executive Office for Simulation, Training and Instrumentation, Orlando, Fla. 32826. Inside STRI is published under the authority of AR 360-1 and applies the Associated Press Stylebook industry standard.

Contents of Inside STRI are not necessarily the official views of, or endorsed by, the U.S. Government, Department of Defense, Department of the Army, or PEO STRI.

Editorial material for publication should be submitted to PEO STRI Public Affairs Office, 12350 Research Parkway, Orlando, Fla. 32826. The PAO reserves the right to edit all material submitted for publication.

For more information about PEO STRI or to view Inside STRI online, visit our website at [www.peostri.army.mil](http://www.peostri.army.mil)

Editor:  
Kristen Dooley McCullough  
Editor-in-Chief  
[Kristen.McCullough@us.army.mil](mailto:Kristen.McCullough@us.army.mil)

Design:  
Dwain Fletcher Co.  
[CGraphics@peostri.army.mil](mailto:CGraphics@peostri.army.mil)



# TEAM ORLANDO IN PHOTOS



U.S. Army photos/Doug Schaub

During PEO STRI's August Town Hall Meeting, Lt. Gen. William N. Phillips, military deputy to the Assistant Secretary of the Army for Acquisition, Logistics and Technology, surprises three employees, calling them his "Heroes of the Day" for their dedication to accomplishing their missions. The employees (left to right) were Kim Callard, Glynn Vincent and Shelly Moore.



U.S. Army photo/Roberto Guadalupe

Col. Mike Zarbo (left) participated in a check presentation to Home At Last, a project of West Orange Habitat for Humanity, during the recent International Test and Evaluation Association Summit held in Orlando earlier this month. The project is dedicated to presenting at least one mortgage-free home each year to a veteran. Sgt. Maj. Patrick Corcoran (far right) was the 2010 recipient.



Photo Courtesy of Team Orlando

Orange County Mayor Teresa Jacobs visits Team Orlando Aug. 31 and had the opportunity to try out PM CATT's Common Driver Trainer.

