

THE Oracle

Volume 6 • 4th Quarter FY10

FA50s IN USF-I UNITED STATES FORCES, IRAQ

By COL Mike Linick



COL Mike Linick
Chief DAMO-FMF

In January 2010, Multi-National Force – Iraq (MNF-I), Multi-National Corps Iraq (MNC-I), and Multi-National Security Transition Command – Iraq (MNSTC-I) re-organized into a single Headquarters—United States Forces, Iraq or USF-I. The re-organization included several other headquarters and functions, whose tasks were downsized (e.g. Gulf Region Division) or absorbed (e.g. TF 134 – the Detainee Operations Command in Iraq). As a result of this reorganization, the combined headquarters were able to achieve close to 40% efficiency in overall manning. A second result of the re-organization was a significant streamlining of what had been a fairly complicated Force Management function in the Iraqi Joint Operations Area (IJOA).

Prior to 2010, Force Management in the IJOA had been tasked to provide four specific functions.

- 1) Force Managers worked in all commands to coordinate and integrate the fielding of new equipment—both Army standard equipment and non-standard equipment provided through the Joint IED Defeat Organization (JIEDDO), ASAALT PMs, or through commercial purchase/lease.
- 2) Force Managers played critical roles in all commands in the development, submission, staffing, and battle tracking of Operational Needs Statements (ONS) and Joint Urgent Operational Needs Statements (JUONS).
- 3) At both the MNC-I and MNF-I level, Force Managers were also tasked as key players in the deliberate planning process—specifically with regards to the task organization of forces within the IJOA and with regards to the Global Force Management (GFM) process.

Read About It In THE Oracle

COVER STORY

FA50s play key role at Headquarters United States Forces–Iraq

By COL Mike Linick

INSIDE THIS ISSUE

OP-ED

—Acquisition Reform & Unseen Threats

by MAJ Colin Brooks

Upcoming AEERC & FA50s

from the Executive Agent

G-8 or HRC, who to call?

LTC Karen Eggert, FA50 PDO Chief

Reserve Component Corner

Aviation Transformation & Stationing

by Steve Cole

Mount Vernon, Virginia

Estate of LTG George Washington

by MAJ Robert Hobbs, FA50

FA50s—VALUE-Added

BG Edward Donnelly

Senior Force Management Seminar

Check it out!

FROM THE EXECUTIVE AGENT:

FA50s at upcoming AEERC 13.0 Conference



MG Tom Spoehr, Director
FA50 Executive Agent

Team, First, my thanks to all of you for your professionalism and the personal sacrifices you routinely make in service to our Nation and our Army. As the war in Iraq transforms to an advisory and assistance mission, uniformed and civilian Force Managers can take pride in their roles in that conflict. Meanwhile, Afghanistan is an active combat zone and we still have colleagues and fellow Soldiers going in harm's way. All of our efforts here should continue to focus on supporting them and their families.

As always, much is happening here in the Pentagon. For Force Managers and FA50s one of the most important is the upcoming Army Enterprise Equipping and Reuse Conference (AEERC), 18-22 October in the Pentagon Conference Center. In AEERC 13.0, which many of you will participate in, we will begin the process of "devolving" certain HQDA functions to the Readiness and Materiel Enterprises. We'll also update the Army Equipping Distribution Plan, review our success in distribution of equipment to the Reserve Components, as well as conduct several Special Topic focus groups. As in the past, we'll also arrange a social hour for FA50 attendees to get together, exchange thoughts and relax for a few hours. Details will be posted soon to the G-8 website.

A highlight of this this issue is the article by BG Ed Donnelly. General Donnelly, our senior FA50, recently returned to G-8 as Director, Joint and Futures. The PDO staff and I will be taking a serious look at his suggestions on force management training, the role of the 50A officer and the future of our Functional Area.

Again, thank you for all you are doing. *ARMY STRONG!*

MG Tom Spoehr

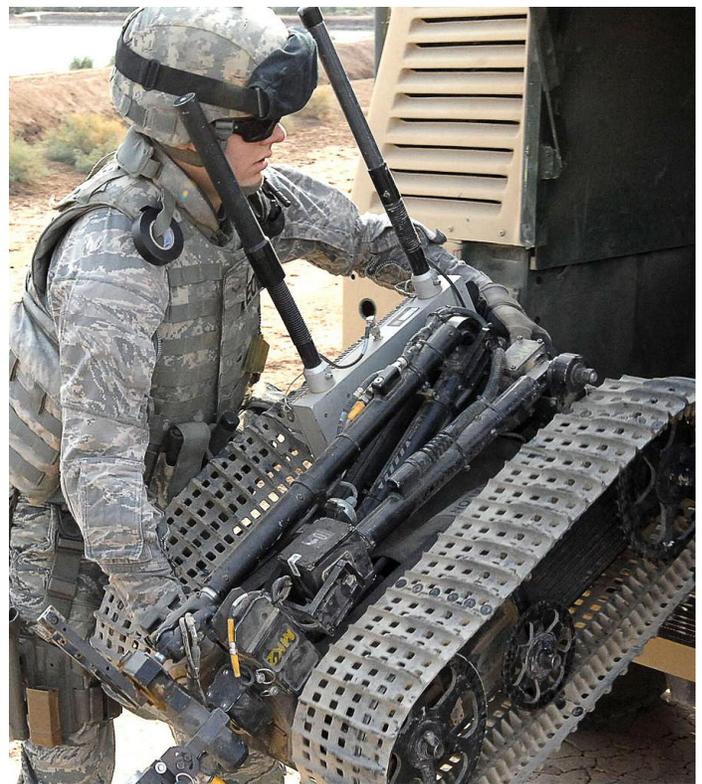
.....

The task organization function occurred primarily within the MNC-I planning process and was a collaborative effort with the larger Plans team. Where “unit” type capabilities—to meet new and emerging missions—were requested by MNC-I subordinate units, the Force Managers and planners would work together to determine if a task organization change could safely meet the new requirement. Where a task organization change was not sufficient to the need (or posed too high a risk to the mission from which the capability would have been pulled) a Request For Forces (RFF) was generated and then staffed by the Force Managers. The RFF would then be passed to MNF-I for action.

4) MNF-I, working with MNC-I and the other commands would also work the overall GFM process—managing the rotation of unit capabilities into and out of the IJOA, coordinating the development of risk assessments when capabilities were at risk for not being filled or for

being transferred from the IJOA, and working with units, commands, the military departments, and CENTCOM on adjustments to unit deployment timelines and other GFM processes.

In the consolidated USF-I HQ, the Force Management Division retained all of these functions and also picked up responsibility for oversight of the coordination in JOPES for the strategic redeployment of unit level forces from Iraq. Although all of these functions were lumped under the purview of “Force Management”, the actual FA50 billets in Iraq were primarily focused on the first two functions—equipment fielding and



Pfc. Benjamin Boren, Joint Combat Camera Center - Iraq photo

A U.S. Soldier with the 447th Expeditionary Civil Engineer Squadron removes a Talon robot from the back of a Humvee during an Improvised Explosive Device search near Combat Outpost Meade, Baghdad, Dec. 5, 2009.

ONS/JUONs. All of the GFM and Task Organization functions were executed by non-FA50s (and generally by non-Army personnel). The USN and USAF provided a tremendous number of outstanding action officers who worked the GFM processes; Marine and Navy Officers, Army Movement Warrants and NCOs and USAF NCOs made the JOPES function work. But, the equipping and ONS/JUONS process relied almost

The ORACLE is a quarterly newsletter published by the US Army's FA50 Personnel Development Office. It is a venue for discussion of general Force Management or FA50-specific issues, to exchange ideas on how to better our community, and keep us all informed.

Headquarters Department of the Army
Office of the Director, Force Development DAPR-FPO
FA50 (Force Management) Proponency Office
700 Army Pentagon
Washington, DC 20310-0700

Please submit all material for publication and comment to Mr. Bob Fleitz at 703-602-7605 or email robert.fleitz@conus.army.mil

Disclaimer: The information in The ORACLE represents the professional opinions of the authors and does not reflect official Army position, nor does it change or supersede any official Army publications or policy. Questions and comments are welcomed and encouraged. Material may be reprinted provided credit is given to The ORACLE and to the author, except where copyright is included.



www.fa50.army.mil

FROM THE PDO CHIEF:

Who do I call, G8 or HRC?



LTC Karen Eggert,
FA50 PDO Chief

Having just completed my first year as Chief of the FA50 Personnel Development Office (PDO), I will tell you that this is one of the best assignments I've ever had. Your PDO team is doing important work for the Army, the support I receive from our Executive Agent and senior FA50s is tremendous, and the fact that the Pentagon is a shuttle bus ride away from my office in the Taylor Building doesn't hurt either.

During the past year, it's become apparent to me that the distinctions between the roles of the PDO and the HRC Future Readiness Officer (i.e. career manager) are not always clearly understood. With the recent move of HRC and our Career Manager from Alexandria to Ft Knox, the days of hopping on the Metro and going to the Hoffman Building for career advice and assistance are pretty much over. One consequence of this change is that it's doubly important to

know which office – the G8 PDO or the HRC career manager - to contact with questions, problems, suggestions and so forth.

Prior to this assignment I seldom thought about the Proponent Office and its importance to the career field. I appreciated the great quarterly newsletter the PDO produced and responded to routine PDO requests for information, but my career concerns were addressed to the HRC career manager. My perspective has certainly changed over the past year, and I have a deep appreciation for the distinctions between the two offices and how each supports the FA50 career field.

The Personnel Development Office assists the FA50 Proponent (the Army G-8) and the Executive Agent (Director, Force Developments) to develop and manage the policies and procedures governing the career and professional development of the Army's Force Management officers. We do so using the Personnel Life Cycle Management construct - Structure, Acquire, Training and Education, Develop, Distribute, Sustain, Deploy and Transition - for the benefit of the Army and our Functional Area as a whole. Our goal is to establish a viable, credible, and challenging career path for Army Force Managers.

In a nutshell, the PDO staff:

- works with the Army Force Management School to coordinate and execute the FA50 Qualification Course;

- conducts the annual Senior Force Managers Seminar, a new professional development opportunity where our COLs and LTC(P)s receive updates on and discuss the major issues in Force Management with DoD and HQDA SMEs, Army Leaders, and each other;

- manages the FA's participation in the Advanced Civil Schooling, Training with Industry and Fellowship programs;

- develops the annual update to the FA50 chapter of DA Pam 600-3, Officer Career Management and Professional Development;

PDO Chief continued on page 5

- advocates for the Functional Area’s “equities” in numerous venues including the Army G-3/5/7 (force structure), G-1 and HRC (manpower policy), TRADOC (doctrine) and the OPMS Council of Colonels;
- and of course, publishes the Force Management quarterly newsletter, maintains the FA50 public website and our presence on AKO and BCKS, conducts the biannual Force Management Hall of Fame induction, and communicates with 50s across the Army and worldwide.

All of these and other tasks are done in close cooperation with OCAR, NGB, the Army Staff, CP26, the AFMS, the Basic Branches and other Functional Areas.

The HRC Career Manager/Assignment Officer, or as he’s now called, the Future Readiness Officer, conducts individual career management of FA50s. His role is to put the right officer in the right slot, at the right time in the officer’s career, to support operational readiness, the needs of the Army, and the needs of the Soldier, within the context of ensuring the overall health of the Functional Area.

The career manager:

- determines dates and cuts your orders for ILE, the Q-Course and Permanent Changes of Station (PCS), as well as individual augmentation (WIAS) taskers for Active and USAR AGR officers;
- maintains your ORB;
- assists with preparing your records for promotion and other selection boards, claiming Joint credit, etc.;
- conducts the board, in conjunction with the PDO and EA, to select FA50s for ACS, TWI and Fellowship opportunities; and
- provides the EA a courtesy update on who’s going where prior to major rotation cycles.

So, back to the question, “Who do I call?” Usually normally mostly almost always, if it’s a question about career management in general, DA Pamphlet 600-3, life as an FA50, the FA50 Q-Course POI, complaints about our websites, suggestions for the ORACLE, directions to the Pentagon, nominations for the HoF, force structure issues and so on, call the PDO team. Questions about your orders, when you can attend the FA50 Q-Course or ILE, how to update your ORB, applying for ACS, claiming Joint credit, returning to active duty, retiring, and other things that apply to you personally, call LTC Hoggard. For any ‘gray areas’ or if you just aren’t sure who to contact, please call me or any of the PDO staff.

Thanks for all you do for our Army.

LTC Karen Eggert

Karen M. Eggert
Chief, FA50 Personnel Development Office
Visionary Leaders of Change

exclusively on Army FA50s who were ably assisted by two contractors and by liaison officers from TRADOC's Army Capabilities Integration Center (ARCIC), the Army Research, Development and Engineering Command (RDECOM), HQDA G8, and ASA ALT.

The role of the FA50 in assuming responsibility for the GFM process is still under debate. The actual Joint Manning Document requirement for the MNF-I (and USF-I), 0-6, "Chief of Force Management" is a "Branch immaterial" billet and not an "FA50" one. Although it has been traditionally filled by an FA50 Colonel (and in fact, the last two USF-I J3s have insisted that it be filled with an FA50), the position is focused as much on GFM and JOPES as it is on ONS/JUONs and equipment fielding. The rest of this article will focus on the FA50 role in the ONS process and will defer to another forum the discussion of the role of the FA50 in the GFM process. The role of the FA50 in equipment fielding is well documented and so will also not be examined in depth here. Similarly, the article will elide over the discussion of the role of the FA50 in Security Assistance or Security Transition—which is an indispensable role FA50s have played in the development and modernization of the Iraqi Security Forces. What will be covered is the critical role FA50s play in the ONS/JUONs process in Iraq and how that role is evolving into becoming the "keepers" of the equipment requirements process for US Army forces operating in Iraq.

Even in a mature theater, with seven years worth of lessons learned, requirements for new capabilities are constantly being generated. As a general rule, these requests fall into one of three major categories.

In the first case units need Army standard equipment that is not on the MTOE, but that is recognized as a JOA requirement for the unit's assigned mission. Validating these capabilities is a fairly simple process

and sourcing is generally accomplished via Theater Provided Equipment (TPE) or through the Army's AR2B process. The majority of these cases involved force protection equipment—MRAPS, additional crew-served weapons, etc... However, these cases also often included HUMINT and other Intel/Biometric tools.



A fleet of Mine Resistant Ambush Protected (MRAP) vehicles, armored fighting vehicles designed to survive various types of improvised explosive device attacks and ambushes, await transportation to the war fighters on the ground through a Southwest Asia air base Feb. 5, 2008.

Staff Sgt. Patrick Dixon U.S. Air Force photo

These cases were clear requirements validation actions followed by sourcing resolution.

A second case is when a unit requires Army standard equipment for a mission that has not previously been assigned; i.e., a new non-doctrinal mission for which no model exists to validate additional equipping requirements. These cases ranged from forces operating in battlespaces that far exceeded doctrinal planning figures and required, for example, additional communications capabilities, to developing equipping requirements for new types of training/advising teams. This represented classic requirements determination type actions—followed by validation and sourcing resolution.

The third case dealt with incorporating completely new technology into the force via the ONS or JUONs process. Here the FA50 played a crucial role in determining the difference between the mitigation of risk and the

leveraging of opportunity—two different decision criteria in an era of constrained resources. FA50s worked closely with ASAALT and with the Science and Technology community to: ensure that the systems or capabilities requested would work; that the capabilities could not be provided as well or better by other, existing capabilities; and, to determine the second and third order effects of fielding the equipment. Finally, and critically, the FA50s then led the analysis of how widely across the JOA the capability was required and how fielding of the capability should be prioritized. Each of these analyses is probably worth an article of its own.

The final piece of critical work that the FA50s are now implementing is developing the JOA requirements for all of the non-standard equipment that has been fielded, tested, left behind, procured, etc. It is no easy task capturing the vast amount of non-MTOE equipment and rationalizing what to keep, what to divest, and how to best articulate the “standard” or BOIP across an Operation New Dawn (OND) force that looks

significantly different from the Operation Iraqi Freedom force. The OND FA50s are meeting the challenge well.

The bottom line is that in support of USF-I and Operation New Dawn, there is vital and relevant work that FA50s must do within, or in support of, the USF-I Force Management Division. Whether the Force Managers work in the USF-I HQ or in one of the subordinate Division Headquarters, they will play a critical role in the requirements determination, validation, and resourcing process...while continuing to integrate and coordinate the fielding of equipment—and potentially also becoming experts at the Global Force Management process.

COL Mike Linick is the Chief, Force Management and Integration Division (DAMO-FMF), in the Army G-3/5/7 FM. He is a former Infantry officer whose extensive Force Management experience includes assignments at HQ USAREUR, USARCENT, OCSA and Army G-8. He may be contacted at 703-693-3240, or michael.linick@hqda.army.mil ○

FA50 CAREER FIELD MILESTONES

Congratulations to the following Year Group 2003 officers who were Career Field Designated (CFD'd) into Functional Area 50 in August:

CPT Humberto Alvarez
CPT Darius Dominic Anania
CPT Benjamin Krupczak Bennett
CPT Christopher F. Botterbusch
CPT Robert M. Brandstetter
CPT Justin E. Collins
CPT Charles G. Dailey
CPT Bradford L. Gaddy
CPT Edward Francis Goldner
CPT Harry R. K. Gwira

CPT Carter Jacob Halfman
CPT Karl T. Ivey
CPT Charlene Moore
CPT Tyrone L. Nelson
CPT Dat T. Nguyen
CPT James M. Price
CPT Richardo Sanchez Lozada
CPT Paul Walker Tomlinson II
CPT Jorge Enrique Vargas
CPT Yong Yi

and these officers who have joined FA50 through the quarterly Voluntary Transfer Incentive Program:

CPT Timothy Mauntler
MAJ Peter Patterson
CPT Robert Presley

MAJ Daniel Stanton
CPT Christina Williams

Congratulations to COL Robin Mealer on her selection for BG. COL Mealer is currently serving as the Chief, Force Generation, ITAM, USF-I

Well done!

“OP-ED”

THE EMERGENCE OF UNFORESEEN THREATS & ACQUISITION REFORM

by MAJ Colin Brooks

The following piece was submitted by MAJ Colin Brooks, Infantry, a student at CGSC. He has had two yearlong deployments to Iraq, and recently served as a Congressional Fellow. He may be contacted at colin.n.brooks@us.army.mil. All opinions expressed in the article are, of course, the author's alone.

In early December 2004, Defense Secretary Donald Rumsfeld sat surrounded by troops in a tightly-packed tent in Kuwait. They eagerly peppered the SECDEF with questions on the current state of their equipment. One clearly frustrated Soldier bluntly stated that his unit was not ready, and related



photo
D.o.D.
Master Sgt. James M. Bowman

Secretary of Defense Donald H. Rumsfeld, Wednesday, December 8, 2004
Town Hall Meeting in Kuwait

stories of troops digging through local junkyards to find enough scrap metal to up-armor their own HMMWVs. Rumsfeld replied, “As you know, you go to war with the Army you have. They’re not the Army you might want or wish to have at a later time.”

Inaccurately painted as an insult to the troops, Rumsfeld’s comment more aptly serves as an indictment of the bureaucratic machinations inside the Pentagon – a glaring failure in force management. In short, a bloated acquisitions system is directly to blame for going to war with the “Army you have” versus the “Army you want,” and is one of the principal issues plaguing DoD. DoD needs to overhaul this cumbersome acquisition model.

The current process was born during the Cold War with a single threat in mind: the Soviet Union. The collapse of the Soviet Union prompted little change in the acquisition system. Several years later, as the Pentagon grappled with new kinds of war, Secretary Rumsfeld focused acquisition on capability rather than threat, but the shift had little effect on the overall acquisitions timeline. For a majority of programs, the road from the Initial Capabilities Document (ICD) to the Initial Operational Capability (IOC) remains fraught with obstacles, plagued by changes, and is still measured in years rather than months.

The IED threat in post-conflict Iraq serves as a potent example of the lack of flexibility in the current system. Prior to the 2003 invasion, virtually everyone failed to recognize the IED threat in a Phase IV Iraq. Not until the introduction of the MRAP in 2007, a full four years after the start of the conflict, did DoD effectively address the IED problem from a materiel standpoint. But rather than an acquisition victory, MRAP owes its success to the ability of Defense Secretary Robert Gates and a team of dedicated professionals to cut through the bureaucracy and push MRAP across the finish line.

Arguably, the emergence of unforeseen threats that require a timely materiel response will continue to be the trend into the future. Both the 2008 National Defense Strategy and the 2010 Quadrennial Defense Review define the future strategic environment as one without a US peer competitor. Both argue that state and non-state actors, unable to compete with the US in a conventional contest, will respond in asymmetric ways. In other words, our highest strategic documents forecast the emergence of asymmetric threats, like the

Reform continued on page 9

IEDs, as the norm rather than the exception. Rather than expect our acquisitions process to anticipate every threat years in advance as we did during the Cold War, it is far more feasible to change the process to flexibly respond in this new environment.

The current acquisition system also contributes to rampant cost growth. According to the Government Accountability Office and the Senate Armed Services Committee, DoD's major acquisition programs "... have exceeded their research and development budgets by an average of 40 percent, seen their acquisition costs grow by an average of 26 percent, and experienced an average schedule delay of almost two years." Approximately half of DoD's programs find themselves in a Nunn-McCurdy breach for excessive cost growth and face the threat of program termination. In fact, FCS, the F-22, CSAR-X, ARH and a multitude of other programs have found themselves on the chopping block for excessive cost growth. Both GAO and the SASC directly attribute this failure to the inadequacy of the current system. Further, "...fundamental flaws that are endemic to our acquisition system" have prompted the Senate to consider widespread acquisition reform.

Finally, the current system fails to account for the rapid pace of technological advance. Gordon Moore, co-founder of the chip giant Intel, predicted in 1965 that computer processing power would double every two years. There is an obvious disconnect between Moore's Law and the laborious pace of the current acquisitions process. Often, technology conceived at the beginning of an acquisition may be nearing obsolescence shortly after IOC.

Opponents of acquisition reform argue the current system works. Tom Christie, a 50 year veteran of the acquisitions field, argues that the people, rather than the process are to blame for inefficiency. He points to project managers, supervisors, and acquisitions professionals for failing to follow established DoD regulations.

Portions of the MRAP solution may point the way towards reform. Specifically, DoD must enforce

technology maturity and condense the 2nd phase of the acquisitions timeline. In his 2009 testimony before the HASC, Michael Sullivan, GAO Director for Acquisition and Sourcing Management, cited "proven technologies" and "a concurrent approach to producing, testing, and fielding the vehicles" as keys to MRAP's success. Consider technology maturity. Reliance on immature technologies is a major contributor to cost growth, significant delays, and inefficiency. Rigorous technology maturity standards must be established for programs before they are permitted to become Programs of Record (Milestone B). Arguably, FCS never met this standard before becoming a POR. Insisting on technological maturity would allow DoD to significantly shorten the Systems Acquisition Phase. In the case of MRAP, enforcement of technology maturity allowed DoD to achieve significant overlap between engineering/manufacturing development (EMD) and production/development (PD). Ordinarily consecutive, both EMD and PD occurred simultaneously through multiple contractors. These changes result in an acquisitions system that is more responsive to warfighter needs, is impacted less by Moore's Law, and reduces the cost growth associated with a longer timeline.

In the end, permanent acquisition reform will be a difficult fight. In its extensive interviews with acquisition officials, GAO cited a troubling cultural resistance to change. A report went as far to suggest that "... none of the potential changes may be acceptable to some process stakeholders because some stakeholders like the process as it is." Despite Congressional power of the purse, acquisition reform will not come from Capitol Hill. Lasting reform can only come from determined leadership inside the Department of Defense. The recent DoD focus on acquisitions and growing a cadre of uniformed acquisitions professionals is an encouraging sign that reform is in the works. However, we have yet to see the wider-scale impacts of shrinking budgets on the effort to grow our acquisitions cadre. In the end only time will tell. ○

RESERVE COMPONENT CORNER

AVIATION TRANSFORMATION AND STATIONING

by Steve Cole



In 1968–1969, I was a Crew Chief and Gunner on a UH-1C Helicopter gunship in Vietnam. Helicopter technology and requirements have grown over the years from Korea to Vietnam to Iraq, with many operations on-going today.

With these changes, and the growth of civil and commercial aviation, there have evolved unique stationing requirements and a complex regulatory environment including the Federal Aviation Administration (FAA), Environmental Protection Agency (EPA), Occupational Health and Safety Administration (OHSA), US Customs and Immigration, Drug Enforcement Agency, and many more. To station an Army helicopter unit we must have adequate facilities that support Flight Operations and Maintenance Support. This includes adequate hangar space for parking aircraft inside and ramp space with tie-downs for each type aircraft. Inside the hangar must have an overhead crane, fire suppressant system, emergency eye wash, emergency spill kits, fire lanes, safety boards, shops for aviation life support equipment, battery, engine, sheet metal, pneumatics/hydraulics, electrical, avionics, flight planning room, Aviation Life Support Equipment (ALSE), weather reporting, and current FAA and Department of Defense Flight Information Publications. We must be in compliance with Army aviation safety, OHSA and environmental protection requirements. We must

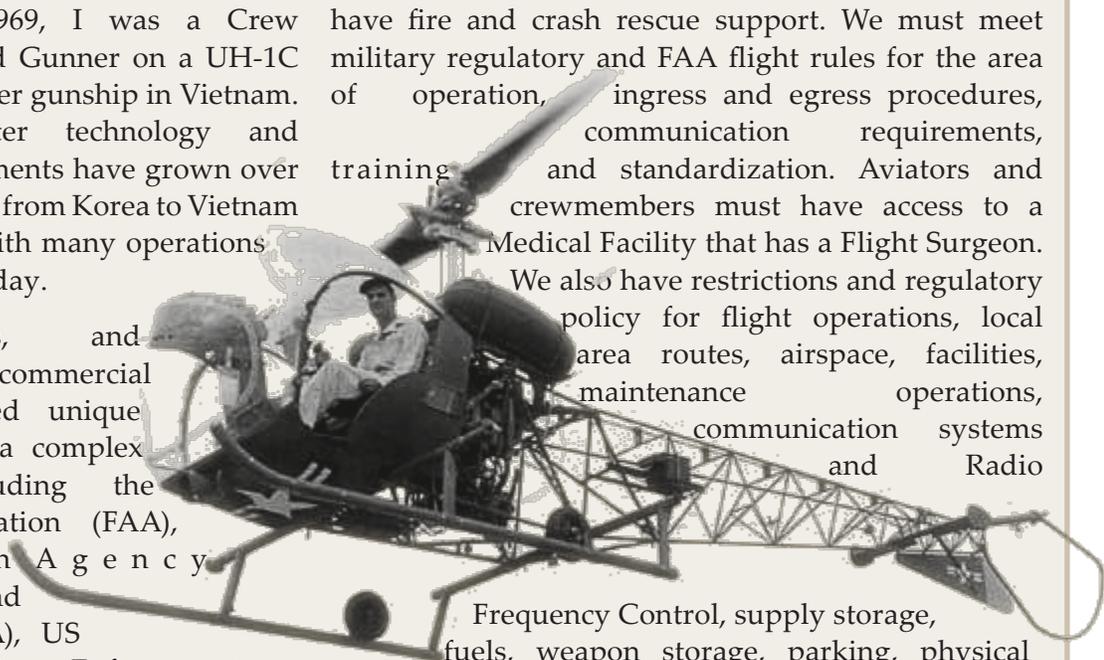


SP5 Larry S. Cole, Tiger Sharks, 192d AHC, in 1969

have fire and crash rescue support. We must meet military regulatory and FAA flight rules for the area of operation, ingress and egress procedures, communication requirements, training and standardization. Aviators and crewmembers must have access to a Medical Facility that has a Flight Surgeon. We also have restrictions and regulatory policy for flight operations, local area routes, airspace, facilities, maintenance operations, communication systems and Radio

Frequency Control, supply storage, fuels, weapon storage, parking, physical security, force protection, environmental, medical and Soldier support. There are ever increasing detailed requirements to fly and manage aviation operations.

In Army Reserve Aviation, we have transformed over the past fifty years. When I first joined Army Reserve Aviation, we had 1950-era OH-13 Helicopters, U-6 Beaver fixed wing aircraft and UH-1B Hueys. We operated out of an old civilian hangar with limited restrictions, little control of toxic chemicals, no force protection and safety was barely an issue. As Army Reserve aviation transformed, all the legal, regulatory and policy requirements were strictly adhered to. In addition, the stationing of new units requires specific detailed information on aviation support facilities, space allocation, environmental, safety, airfield operations, anti-terrorism measures, force protection, logistics, training areas and airspace. The complex nature of modern aircraft systems like the AH-64D, CH-47D, UH-60A/M, C-12 and UC-35 aircraft, along with regulatory and legal requirements makes



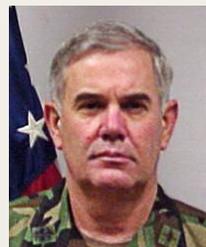
stationing and management an ever increasing challenge.

The costs associated with stationing, maintaining, recruiting, training, and logistics support are extensive. For example, the new Medical Evacuation Air Ambulance Companies have been a challenge to find where the demographic “market” will support recruiting of the high aviation and medical skills, as well as facilities, airport operations, training areas and required airspace. There are political considerations that often drive these high visibility units to an area that may or may not have the appropriate demographics to sustain the unit. In addition, we have flight restrictions in and around many civilian airports. There are bird sanctuaries and noise abatement areas. In the end we must station these units where we can man, equip, train, and sustain the units to meet readiness requirements for wartime missions. The current operations tempo around the world requires these units to be operational and ready to deploy. We often find ourselves in a push to activate these units without the required funding to build or renovate facilities, information technology, support equipment and office furniture. To activate a new unit requires the appropriate funding in all categories and should be programmed at least two years prior. In almost every situation we are short funding to activate new units.

We have adopted a more comprehensive stationing packet format, vice the limited information required by the regulations used by the commands. We transformed our process to meet the changes in Army Reserve Command and Control (ARC2); the Army Reserve had eleven Regional Readiness Commands that managed stationing. We disestablished those commands and passed ARC2 to the Operational and Functional (O&F) Commands. We established four Regional Sustainment Commands (RSC) to provide base operations support and force structure stationing support. Our new stationing process requires the O&F Commands to submit their stationing packet through the RSCs to complete all the engineer required information. We have developed a detailed stationing

process, with specific requirements for information and

formatted with mandatory requirements for each situation. We are also in the process of developing an automated program that will transform our legacy manual process, which will save man-hours; improve the accuracy and accountability of the process. We are currently working many stationing packets as the result of the Total Army Analysis and Grow the Army force structure changes. These new activations and conversions are a significant workload on our stationing process. We’re completing the stationing of two new MEDEVAC company stationing packets at four locations. These are complex stationing actions requiring detailed information to meet all the requirements associated with demographics to support the unit’s recruiting of high aptitude aviation and medical personnel. This includes adequate facilities for the aircraft maintenance hangar, ramp and office space. Special consideration is required for airspace, training areas, environmental protection, fire and crash rescue support, and fuel support. Stationing these units where they can best be supported to meet readiness requirements is a command priority. We continue to transform aviation and improve our stationing process.



Mr. Steve Cole has been a CP26, Force Management Analyst for the Army Reserve Force Management Directorate for six years. He is also a retired LTC, Army Aviator, and has 36 years’ service. His last assignment on active duty was as Chief, Organizational Integration Division, Army Reserve Force Programs. ○

MOUNT VERNON, VIRGINIA

Estate and Home of Lieutenant General George Washington, First Commander and Permanent Senior General of the Army of the United States

by Major Robert Hobbs, FA50

While stationed at Fort Belvoir, Virginia, for the Force Management (FA50) Qualification Course from September through December 2009, I had the opportunity several times to visit nearby Mt. Vernon, home of General George Washington, first President of the United States (1789-1797). Mt. Vernon could be reached by exiting the Walker gate of Fort Belvoir and is only about four miles from the post.



Originally, the Mount Vernon estate was owned by Captain Lawrence Washington, George's older brother, a former British Navy officer who had named it in honor of Vice Admiral Edward Vernon, under whom he had served in the Caribbean. Lawrence was actually George's half-brother, who became his mentor and father figure since George's father had died while George was very young.

Young George lived with Lawrence at his estate, and went with him as a young man to Barbados in 1751, on his only trip outside what would become the United States. Lawrence was suffering from tuberculosis, and at the time the best medical advice was for the patient to spend time in a warm climate. Ironically, it was while on this health tour that George contracted smallpox, one of the great killers of the 18th Century.

Fortunately it was either a mild case or he was stronger than the disease as he survived and acquired a lifelong immunity, though he received the characteristic facial scarring it imparts to all its survivors. My spouse Josie and I had the opportunity to visit the Washingtons' home in Bridgetown a few years ago when we were in Barbados ourselves.

Unfortunately, Lawrence's health continued to decline and he died of complications from tuberculosis in 1752. His will deeded the Mt. Vernon properties to George, who inherited the estate at age 21. Mt. Vernon thus became Washington's home for the rest of his life, and he returned to it at every opportunity when his military and presidential duties allowed.

Since Lawrence had been in charge of the Virginia militia as a sort of predecessor to today's State Adjutant General, George had early on been exposed to military life and became acquainted with the Royal Governor of Virginia, Robert Dinwiddie, who appointed the younger Washington a major in the militia, granting one final request from his brother and launching George on his military career.

The Mt. Vernon estate was at its height when George Washington lived there in the 1750s through the 1790s. It underwent a number of changes and improvements as a result of both George's plantation building and his advantageous marriage to his wife Martha, then one of the wealthiest widows in America, who brought over 125,000 acres into the marriage. Under the direct management of George Washington, the estate encompassed 13 square miles, including most of present day Ft. Belvoir. One of his lesser known activities and a spinoff of his farming was his distillery. While not on the Mt. Vernon property today, it still exists just down the road and is a busy tourist stop. According to the records at Mt. Vernon, Washington was one of America's leading

Mount Vernon continued on page 13



Post Card series of LTG George Washington's homestead, Mount Vernon, Virginia. (Please click to start slides.)

whisky distillers and his stock was very popular with the people of the time.

However, after the passing of the General in 1799, the Washington heirs proved to be less able managers. The estate became less profitable and shrank to about 500 acres. About the size of present day Ft. McPherson, this included the main house, the major buildings and the property immediately adjacent. All had fallen into quite a state of disrepair. It was offered for sale to both the Federal government and the State of Virginia prior to the Civil War, but for some unfathomable reason they both declined to purchase this historic site. Finally, just prior to the Civil War, the Ladies of Mount Vernon took up a national subscription and purchased the property from Washington's descendants for the then-fabulous sum of \$200,000. This private organization refurbished the estate as it had been in Washington's time, and have operated it as a national shrine ever since.

The main house is on a large bluff overlooking the

Potomac River with a view commanding much of the area. I can see why the General loved it so much. It's a two story structure, though rather narrow by our standards, decorated and furnished in the style that was common to that era. For some reason, photos are not allowed within the premises though you could purchase a variety of them in the gift store.

There are still a number of farm buildings spread around the property as well as a reconstruction of his famed round barn, slave quarters, and even a small dock on the Potomac. Washington prided himself on being quite the agriculturalist, and there still a number of tended fields on the grounds with some of the crops he raised along with some cows, sheep and goats. One of the most interesting stops that Josie and I encountered on our tour was to see "Aladdin," a good sized and very friendly camel who loved to be petted and fed. According to the tour guides, his presence commemorates Washington's hiring of a camel during the Christmas season to celebrate the Nativity.

Contact Info



FA50 Personnel Development Office

Taylor Building

Chief, LTC Karen Eggert

703-602-7673

karen.eggert@conus.army.mil

Program Manager/Deputy Chief

Ms. Patsy Campbell

703-604-3146

campbellpd@conus.army.mil

Program Manager/Training and Structure

Mike McDaniel

703-602-7230

mike.mcdaniel1@us.army.mil

Strategic Comms

Mr. Bob Fleitz (MPRI)

703-602-7605

robert.fleitz@conus.army.mil

HRC FA50 Career Manager

LTC Eric Hoggard

502-613-6681

Eric.a.hoggard@us.army.mil

Army Reserve Officers

OCAR, Chief, Force Programs

COL Eddie Rosado

703-601-0652

eddie.rosado@ocar.army.pentagon.mil

National Guard Officers

Chief, Force Management

COL Mark Strong

703-607-7801

mark.strong1@us.army.mil

CP 26 Careerists

Mr. Edward C. Clarke

703-695-5437

Edward.clarke@conus.army.mil

www.fa50.army.mil

AKO: <https://www.us.army.mil/suite/page/194547>

BCKS: <https://forums.bcks.army.mil/>

CommunityBrowser.aspx?id=760078

WHAT IS IT?

CPT Mike Roe, CPT Daniel Rogne and MAJ Mike Gossett all correctly identified the future Museum of the US Army, to be built at Ft Belvoir, as last quarter's whatzit. To be honest, we didn't notice the name of the building, as they did, in that tiny little picture. This one was found and submitted by Marla Hurtado, The Oracle's chief graphic artist. It is, or soon will be, an official issue item. Obviously it's a GO-NO GO gauge, but for what?



HRC FUTURE READINESS OFFICER UPDATE



LTC Eric Hoggard
HRC FA50
Career Manager

Fellow Force Development Officers:

As I close in on 80 days as the FA50 Assignments Officer, let me express that it is truly an honor and a privilege to serve with such a distinguished group of officers. I have communicated via email or telephonically with many of you, and I value your input and career concerns.

The growth in our functional area is attributable to our outstanding senior leaders and to you for your contributions to our country. The results of the previous boards are reflective of the value FA50s provide to the Army, the Joint Force and the defense of our nation.

As your Assignment Officer, my job is to make decisions that are in the best interest of the Army, the Army Family, and the continued professional development of our officers.

My Priorities of work:

- 1. Short notice taskers in support of current operations*
- 2. Board files (promotions, schools)*
- 3. Scheduled PCS cycles*
- 4. Internal HRC taskings*
- 5. Routine file maintenance*

Boards

I want to give priority of effort to scrubbing your records and ensuring that your files are board ready. I would ask for your patience, as I might not pick up the phone as frequently as I have in the past. Reminder: assignment officers are not authorized to place OERs in the OMPF. All evaluations are processed through the Evaluations Branch. If anyone has questions about OER policy or procedural matters contact an evaluation POC at TAPCMSE@conus.army.mil.

Website

Recommend that you check the PDO's AKO website at <https://www.us.army.mil/suite/page/194547>, as well as the HRC website. I'll be using both sites as my conduit to the population and for routine communication with the field. Some information that will be listed on the sites: MILPER messages that affect our population, board schedules, and summer and winter move billets that be available for the respective cycle.

Finally, please join me in thanking LTC Alphonso Gamble for his service as the Career Manager for the past 23 months, and let's wish him well in his new assignment on the Joint Staff.

v/r,

LTC Eric Hoggard

HOW MUCH VALUE DO FUNCTIONAL AREA 50s ADD TO THE ARMY?

by BG Edward Donnelly

“How much VALUE do Functional Area 50s add to the Army?” That’s a question I’ve been asked frequently over the ten years I’ve been an FA50. And I think the simple answer is, PLENTY. The obvious follow-on question is “Why?” And there’s another simple answer – because FA50s are the people who know how (AND DO) make the Army run. And, instead of the follow-on “Why is that important?” normally the response is, “Thank goodness there’s somebody who understands it!” But it is essential from time to time to reflect on exactly why it is important to have people who do understand how the Army runs and are skilled in the processes and procedures for making it so.

Think of the Army as a business unit integral to a larger National Defense business, itself an integral part of a larger National Security business. The Army, as a corporation, has an employee work force of almost 1.5 million people – Soldiers, Civilians, and direct support contractors – with an annual operating budget approaching 250 billion dollars. And, that says nothing about the size of its physical plant, equipment and spare parts inventories, corporate benefits structure and family members. But, however much the Army resembles a huge corporation, the scope and diversity of our operations, the complex and dangerous environments in which those operations occur, and the consequences of failure make the Army much more difficult to run than any other organization. Indeed, thank goodness we have people who understand how to make it run.

Force Management – the art and science of how the Army runs – and the Force Management officers (FA50s) who are skilled in its application, are critical to accomplishing the Army’s Title 10 responsibilities of organizing, manning, training, equipping and supporting land combat forces. FA50s are trained, educated, developed, and qualified in critical aspects of the force management process to ensure Army forces are organized and equipped with the capabilities necessary to support the missions of the Combatant Commands. They are trusted advisors at all levels who serve as the subject matter experts on the technical processes of force management -- determining warfighting requirements, designing operational and institutional force structure, identifying and allocating authorized resources, analyzing second and third order effects of changes to requirements, structure and resources; and integration and synchronization of Army requirements in support of global operations today and in the future. Clearly the Army would not be able to run without you.

For a functional area that hasn’t yet celebrated its twelfth birthday, FA50 has made an awful big contribution to the Army and you should be justifiably proud to call yourselves FA50s. Not only have you designed and nearly completed the modularization of the Army in the largest transformation of structure since the early 1940s, you developed and commenced implementation of a rotational readiness process called Army Force Generation (ARFORGEN), and you have done so while fighting two wars. And just as the Army nears completion of modular conversion, transitions operations in Iraq from Operation IRAQI FREEDOM (OIF) to Operation NEW DAWN (OND), and begins to implement a more predictable ARFORGEN at 1:2 and 1:4 rates, you will be called upon to

VALUE continued on page 17

VALUE continued from page 16

make this happen in a strategic environment that is geopolitically more uncertain, domestically more financially constrained, and operationally more challenging than we have faced since 1942. It really is difficult to imagine how the Army would be able to run without you.

So, if asked “How much VALUE do FA50s add to the Army?” I think it’s safe to say “PLENTY – just try running the Army without us.”



Brigadier General Edward Donnelly was commissioned an Armor Officer and has been an FA50 for 10 years. Currently the Army’s Director for Joint and Futures in HQDA, DCS G8, he just completed two years as the Army’s Deputy Director for Strategy in HQDA DCS G3/5/7. He served in Army and joint command and staff assignments in CONUS and Germany and has served in seven operational and combat deployments to Kuwait, Somalia, Haiti, Guantanamo Bay, Panama, Macedonia, and Kosovo. He has advanced degrees from Webster University, CGSC, the University of Missouri and the Army War College, as well as a Juris Doctor with a concentration in constitutional law from Suffolk University in Boston, MA. ◉

Mount Vernon continued from page 13

Probably the most important stop on our tour was to see Washington’s Tomb. Following the General’s death in 1799, he was interred in a small crypt overlooking the river. In the 1830s, a larger and more elaborate tomb was constructed not too far away, and he and Martha were moved to that location along with the remains of a number of other relatives. Nowadays his white marble coffin with an American Eagle on it can be seen behind an iron gate in a large brick mausoleum, alongside that of Martha. All very simple yet impressive. (According to the tour guides at the US Capitol Building, which I later visited with my classmates, a tomb for Washington had been constructed for him there.)

Back at Mt. Vernon, there was also a good-sized triple ring memorial, however, the family was pressured by the Virginia legislature not to OK this move so it never happened. There was also a good sized triple ring memorial, placed there in the 1980s, to the slave cemetery that existed nearby on the property but has since almost entirely disappeared. There is a smaller marker dating from the 1920s as well.

Other stops of interest are at the large museum, crammed with Washington memorabilia of all sorts

—swords, paintings, papers, pistols, farm products, etc. Even a pair of false teeth was on display since apparently the poor man suffered from almost lifelong dental problems. This particular set was made from a combination of iron and hippo ivory, and was probably a state of the art set of dentures back then.

There is a good sized gift store and restaurant near the entrance to Mt. Vernon. Didn’t try the restaurant though I did invest in a book, some postcards, and “The Crossing,” a DVD about Washington’s crossing of the Delaware and his successful attack on the Hessians at probably the lowest point in the American Revolution.

All in all, it is a good place to visit when the weather permits, and well worth the time to explore the home of America’s first President and Commanding General. I would recommend it to anyone who happens to be up at Ft. Belvoir or in the D.C. area.

**As part of the Bicentennial events, and by Joint Resolution of Congress, Lieutenant General George Washington was appointed General of the Armies of the United States (Public law #94-479), effective 4 July 1976, which ensured that he would always be America’s most senior general. ◉*

FA50 Senior Force Managers Seminar

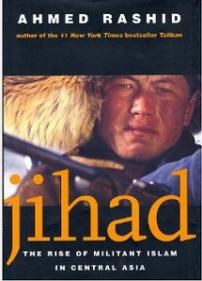


Marla Hurtado photos

The first annual FA50 Senior Force Managers Seminar was held 20-22 July at the Pentagon. Colonel and senior Lieutenant Colonel Force Managers from across the Army were briefed by senior Army leaders and subject matter experts from HQDA G-1, G-3/5/7, G-8, and the Army Capabilities Integration Center (ARCIC) about equipping, manning, strategy, and resourcing issues that affect the FA50 mission. This seminar will be an annual professional development event, in which all FA50 Colonels and other senior Force Managers are invited and urged to participate.

A Short Afghanistan Reading List

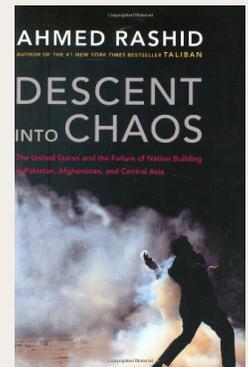
Google will give you multi-thousands of hits on a search for "Afghanistan Reading List." This particular list isn't one of them, but it has been circulating for at least a couple months. Prepared by "a senior Army foreign area officer," the author considers these the best advance reading for someone deploying to Afghanistan in a policy or planning position. This list is posted on the FA50 AKO and BCKS websites. Force Managers are invited to add suggestions of their own. Let the PDO know, we'll add them to the list.



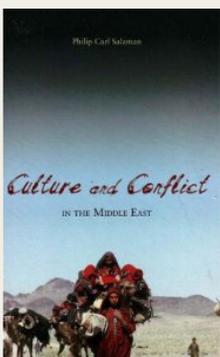
Jihad: The Rise of Militant Islam in Central Asia. Ahmed Rashid, 2002. A Pakistani journalist, Rashid examines the "Stans" in Central Asia and the conditions that gave rise to radical movements in Central Asia. Particularly interesting is his description of how government corruption/repression encourages movement of individuals from less extreme groups to more radical Islamic movements, and how support for autocrats such as Karimov for reasons of immediate expediency ends up undermining the legitimacy of democratic movements in the region overall. In a broader context it demonstrates how at least semi-effective governance will be a requirement for diminishing the appeal of the Taliban.

Taliban. Ahmed Rashid, 2000. A very accessible book describing how the Taliban were able to rise and then maintain power. Good overall background for those new to the region.

Descent into Chaos: The United States and the Failure of Nation Building in Pakistan, Afghanistan, and Central Asia. Ahmed Rashid, 2008. Author describes how Afghanistan and Pakistan got to where they are and how '03-'07 were to a large extent 'years of lost opportunity' in the reconstruction of Afghanistan (which they certainly felt like for those who were there). If you have time to read only one book before deploying, this should be it.



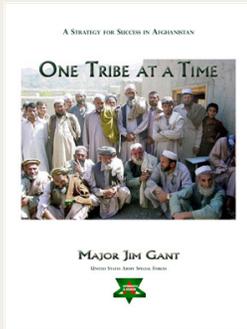
The Moral Economy of the Peasant. John Scott, 1970. Focused on Thailand, the first few chapters describe a mentality shaped by 'risk minimization' rather than the 'profit maximization' dominant in the West, the systems of mutual obligation that make the social system work, and how that mindset makes sense for socio-economic conditions there and in many areas - such as Afghanistan and much of Pakistan. It is a good book to help get out of a Western mindset and show how what is 'rational behavior' can vary widely between societies.



Culture and Conflict in the Middle East. Philip Carl Salzman, 2008. Written after years of field studies among Baluch tribes on the Irano-Pakistani border, Salzman describes the social organization of tribes and how they interact among themselves, with other tribes, and views towards settled populations and local authority, he demonstrates the challenges faced by government authorities in creating policies that serve both their own and tribal interests and how tribes which are at odds with each other can quickly coalesce against outsiders.

The Punishment of Virtue. Sarah Chayes, 2006. Chayes is a former NPR reporter running an NGO in Kandahar. Her book is a cautionary tale about continuing warlordism and corruption in Kandahar province, how the US forces were completely tone deaf to local culture, and the tragic results. If you have time to read only two books on Afghanistan, this would be number two - and maybe even edge out Rashid if you have a good background in the geopolitics of the region but not the culture.

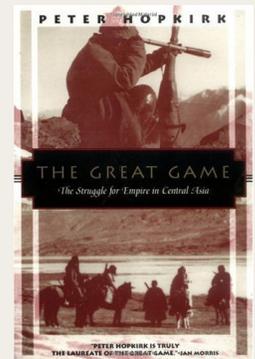
A Short Afghanistan Reading List (cont.)



Strategy for Success in Afghanistan: One Tribe at a Time. Major Jim Grant. 2 Dec 2009 (Second Edition). Grant advocates a tribal engagement strategy of advising, assisting, training and leading tribal forces to secure the local population in the rural areas. The central government lacks the forces to defend the hinterland; empowering the tribes for local governance will also mitigate the effects of the corruption endemic throughout the Afghan government. We have already seen a move towards supporting tribal militias in Afghanistan; Grant describes how to help foster and co-opt these, guiding them to work in tandem with our interests rather than becoming more warlords.

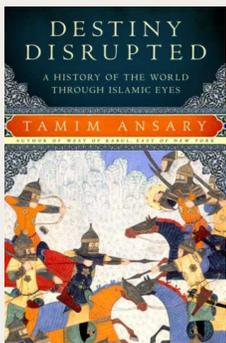
The Great Game: The Struggle for Empire in Central Asia.

Peter Hopkirk, 1992. The classic book on the struggle between Russia and Great Britain for influence over Afghanistan and control of the routes between Russian Central Asia and British India. Extremely engaging, Hopkirk does an excellent job of describing the geopolitics driving the Russian and British Empires over the nineteenth century and chronicles the British expeditions to Afghanistan, Central Asia and Tibet. If you don't read it before you deploy, bring it when you deploy.

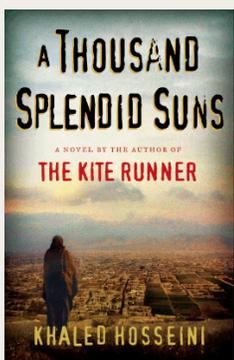


Destiny Disrupted: A History of the World through Islamic Eyes.

Tamin Ansary. All societies have a narrative, organizing their 'view' of history in a way which provides cultural identity and a lens for deriving meaning from past and current events. Ansary provides a good thumbnail version of the Islamic historical narrative from the time of the Prophet through the present, to include the schism between the Sunni and the Shia and the major currents which developed in the last two centuries.



The Afghan Campaign. Steven Pressfield, 2006. "This book should be required reading for anyone who wants to better understand what American and Coalition forces are up against in one of history's most tribal and troubled regions," says best-selling author Vince Flynn. This historical novel follows a young man from his enlistment through basic training, joining up with his first unit and deployment to Afghanistan. Bringing law and order and a Western sense of civilization to this unsteady, lawless and dangerous part of the world is the goal of this soldier, his comrades and their commander, *Alexander the Great*.



A Thousand Splendid Suns. Khaled Hosseini, 2007. The Afghan author's second novel following his bestselling 2003 debut, *The Kite Runner*, it focuses on the tumultuous lives of two Afghan women and how their lives crisscross each other against a backdrop of never-ending war, spanning from the era of Afghani anti-Soviet jihad through the helms of the Taliban rising to power, a drought, dismal living conditions in Kabul—the story culminating as the Taliban's stronghold seemingly declines. The book received laudable prepublication reviews from Kirkus, Publishers Weekly, Library Journal, and Booklist, as well as reaching on Amazon.com's best-seller list before its release. Time magazine's Lev Grossman placed it at number three in the Top 10 Fiction Books of 2007, and praised it as a "dense, rich, pressure-packed guide to enduring the unendurable." If you haven't gotten this reading in, maybe now's the time.