Greetings to all Force Managers in the US Army! With the summer upon us, we are seeing changes in HQDA leadership. Specifically, in our chain of command, Major General (MG) Brian J. Mennes departed to command the 10th Infantry Division (Mountain) at Fort Drum NY. We thank him for his leadership and guidance and welcome Brigadier General (BG) Peter Benchoff as our new Director of Force Management. BG Benchoff arrives at a critical time for our Army and we wish him the very best.

Our Army continues to reset institutionally as the Army Futures Command (AFC) redesigns the requirements determination and approval process. Mid-June, the school participated in the “Requirements Summit” to outline the changes to the existing requirements and approval process. At HQDA, Total Army Analysis (TAA) 22-26 is in its final stages. The process is transitioning to Army Senior Leaders (ASL) decisions on critical force structure issues across all three Army components to establish the force for Fiscal Years 2022- through 2026. Realizing that the new Fiscal Year is around the corner, we’ve included an article on the status of the Army’s Budget for Fiscal Year 2020 coming into effect the 1st of October 2019.

Your Force Management School continues to do targeted outreach. On 5 April 2019, we supported the Iraqi Reform Management Committee (IRMC), a transformational committee organic to Iraq’s Ministry of Defense. Our school provided IRMC with an overview of U.S. Army Force Management focusing on principles and best practices. In June, we supported the Defense Forensic Science Center (DFSC), a key element in Department of Defense and Army criminal investigations, with Force Management instruction. Our team placed special emphasis on Planning, Programming, Budgeting and Execution (PPBE) during this session. We continue to strengthen our relationships with Washington-based “Think Tank” organizations, such as the Future Security Studies Group. As some of you have seen on our Friday updates, we have shared some of these “Think Tanks” critical thinking articles to help you frame the context of your projects and enrich your knowledge as an Army Force Manager.

Internally, we are nearing the release of our first Distributed Learning (DL) lesson titled “Effective Communications”. This lesson will be ready for an Army-wide audience this fall. We have started to work on our “Force Management 101” DL lesson. Our intent with “Force Management 101” is to offer a preliminary and basic perspective on Army Force Management to an audience who may not attend our courses, or may simply have a need for fundamental knowledge to their jobs or professional development.

This fall we will begin asking our students for Force Management lessons learned that can be shared through the Joint Lessons Learned Information System (JLLIS) for wider dissemination. As we have shared before, the school has a domain within the Army domain in JLLIS. Through JLLIS you can share observations, lessons learned, best practices or simply upload proven and effective Standard Operating Procedures (SOPs) in the areas of Force Management. Please visit our domain at: [https://www.jllis.mil/](https://www.jllis.mil/) Registration is required.
The students coming to the How the Army Runs Course in July 2019 will begin to see significant changes in our computer systems. We have made an initial investment in laptop / tablets commonly referred to as the “2 in 1s”. This more versatile computer system along with the decreased size will greatly improve our student’s experience.

With the HVAC renovation to our building finally set for completion in July 2019, a new building access system will be in place this summer. Our school will have some autonomy in the building’s access, but AFMS must conform to the greater requirements that Missile Defense Agency (MDA), the building’s senior tenant, will implement. Please remain attentive to your welcome letters or any other of our messages to keep you abreast of the new security procedures. The building has improved accessibility for persons with disability, renovated bathrooms in the first floor and built a new heating and cooling system. We thank MDA for their investments in our building. The parking situation remains unchanged. We have fewer parking spaces available in the open parking lot behind our building. We have periods of increased staff and student volume. In such instances, our Course Directors will keep our students informed so that you can plan ahead.

Please continue to take advantage of the courses we offer. My intent as Commandant is to educate and train you on what you need. We will make your needs our top priority to ensure that you are well–prepared to do your demanding jobs.

On a very solemn and difficult note, we would like to make you aware that our own Brian A. Beyreuther, the school’s Web Master and Blackboard Administrator, died tragically in a car accident on 9 May 2019. We extend our most sincere condolences to the family and we ask that you keep Brian’s family in your thoughts and prayers.

ARMY WELCOMES NEW DIRECTOR OF FORCE MANAGEMENT

by Ms. Larissa A. Ginty, Department Chair (Futures), AFMS, comm: 703-805-3507

HQDA G-3/5/7 Force Management recently welcomed a new Director of Force Management, BG Peter Benchoff. BG Benchoff most recently served as the Deputy Commanding General for Operations with the 82d Airborne Division. Throughout his career, BG Benchoff served in mostly operational units, to include various positions in the 101st Airborne Division (Air Assault), the 173d Airborne Brigade Combat Team, the 75th Ranger Regiment, and the 25th Infantry Division. He completed eight tours in Operation Enduring Freedom serving in various positions from company commander thru brigade commander with several staff positions in between. Not completely new to the Pentagon, BG Benchoff served as the Director of the Chief of Staff’s Army Coordination Group and the Executive Officer to the Vice Chief of Staff of the Army. In addition to his Army duties, BG Benchoff is a father of three boys (ages 13, 11 and 9), an athlete and a lifelong learner. His goals as the new Director of Force Management are to achieve the Army Senior Leaders Vision, Strategy and Objectives by employing mission command principles and innovating to improve the Force Management Foxhole. Welcome to the FM Team!

BG Peter Benchoff, Director of Force Management
IRAQI REFORM MANAGEMENT COMMITTEE

by Mr. Ben Rivera, Dean of Academics, AFMS, comm: 703-805-4905

On 5 April 2019, our Commandant led a small team consisting of Lieutenant General (U.S. Army Retired) Richard P. Formica and Mr. Ben Rivera, the school’s Dean of Academics, to brief the Iraqi Reform Management Committee (IRMC). The IRMC is an extension of the Iraqi Ministry of Defense with a focus on transforming the Iraqi military. As part of their Washington D.C tour in early April 2019, the RAND corporation hosted a series of talks in which U.S. military representatives (principally from the U.S. Army) provided insights on how the U.S. military organizes, manages, funds, trains and modernizes U.S military forces. Staff Lieutenant General Abdul-Razzaq Mahmood Kadhim, the Deputy General Secretary for the Iraqi Ministry of Defense led the IRMC delegation. The delegation consisted of eight older General Officers and Senior Executives. The Army Force Management School focused on providing executive level insights on what makes Army Force Management successful in terms of organizations and capabilities development. Overall, our schools’ representatives shared enduring Army Force Management principles throughout the discussion. All discussions were engaging and rich in examples from both an Iraqi and U.S. perspectives. COL Lewis presented a DCS G-3/5/7 coin to the delegation and in return, the IRMC presented COL Lewis and AFMS with a commemorative gift in display now in our school.

HAVE YOU EVER THOUGHT ABOUT THIS?

NASA 1960s vs. AFC 2019

<table>
<thead>
<tr>
<th>Points of Comparison</th>
<th>NASA 1960s</th>
<th>AFC 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Existential threat</td>
<td>Soviet Union</td>
<td>Russia</td>
</tr>
<tr>
<td>World Order</td>
<td>East / West Blocks</td>
<td>Increased global disorder</td>
</tr>
<tr>
<td>National Objective</td>
<td>Deterrence (&quot;Détente&quot;) against Soviet Block</td>
<td>Competition Continuum: Seize and retain competitive advantage</td>
</tr>
<tr>
<td>National Champion</td>
<td>President Kennedy</td>
<td>TBD</td>
</tr>
<tr>
<td>National Priority</td>
<td>Space Dominance</td>
<td>Win in Inter-state strategic competition</td>
</tr>
<tr>
<td>Vision</td>
<td>&quot;Man on the Moon; return safely to Earth before the end of the decade</td>
<td>Future American Soldier prevails against any adversary at any time under any conditions</td>
</tr>
<tr>
<td>Industry</td>
<td>Industrial-age</td>
<td>Information-age</td>
</tr>
<tr>
<td>Speed</td>
<td>Speed of technology</td>
<td>Speed of relevance: Better, faster and greater ROI on Army modernization</td>
</tr>
<tr>
<td>Organizational focus</td>
<td>The Astronaut</td>
<td>The Soldier</td>
</tr>
</tbody>
</table>
INSTRUCTOR SPOTLIGHT: MR. JOHN DOWDLE

by Ms. Larissa A. Ginty, Department Chair (Futures), AFMS, comm: 703-805-3507

COL (Ret) John Dowdle is a Force Management / Force Development / Strategy instructor here at the Army Force Management School. John joined the AFMS Faculty in August 2018 from supporting the US Army National Guard. During his military career, he served in both Special Forces and as an Operations Research Systems Analyst. John has experience working at the Army National Guard (ARNG) G5 as the Program Manager for the Strategic Foresight, Plans & Analysis Division. He has held several roles in the Training Division, such as Senior Military Analyst, Joint Exercise Division Chief, and Branch Chief for both the Resource Management and Distributed Learning Branches. He holds three Master’s Degrees; one in Strategic Studies from the US Army War College, one in Educational Technology from Troy University and one in Public Administration from Murray State University.

John is an avid fan of history and a proud Scot-Irish, evidenced by the occasional appearance of his traditional kilt. He is also an avid hiker and studies historical European Martial Arts.

FORCE MANAGEMENT SUPPORT TO THE DEFENSE FORENSICS SCIENCE CENTER

by Mr. Kevin Vink, Instructor/Facilitator, AFMS, comm: 703-805-1069

On May 20th though May 23rd, 2019, Instructors / Facilitators Mr. Paul Melody, Mr. Colin Hoyseth, and Mr. Kevin Vink of the Army Force Management School (AFMS) conducted Force Management exportable training at the Defense Forensic Science Center (DFSC) in Forest Park, Georgia, an area of Atlanta at the Gillem Enclave (formerly Fort Gillem).

The DFSC (https://www.cid.army.mil/dfsc-usacil.html) is the DoD’s premier forensic center and is under the purview of the Provost Marshall General. Its subordinate units are the U.S. Army Criminal Investigation Laboratory (USACIL), the Forensic Exploitation Directorate (FXD), and the Office of Quality Initiatives and Training (OQIT).

The May class consisted of 21 deployable Army civilian personnel, in the grades of GS13 and GS14. Topics of instruction included Force Management; Strategy; Composition of the Army; the Army and Congress; Joint Capabilities Integration and Development System (JCIDS); Defense Acquisition System (DAS); Total Army Analysis; Command Plan; Change Management Plan; FMSWeb; Cost Benefit Analysis; Manning the Force; and Planning, Programming, Budgeting and Execution (PPBE).

The exportable training that AFMS taught at the Gillem Enclave was the first time AFMS has provided exportable training to the DFSC. The DFSC recognizes value in the AFMS instruction and will continue this into the future. As the host for the training, the DFSC provided outstanding support, and the training was conducted without any major issues. Student feedback was favorable, demonstrating an appreciation for the quality of instruction provided.

AFMS is looking forward to returning to the DFSC in August of 2019!
MATERIEL SCIENCE UPDATED PROCEDURES TO SUPPORT RAPID PRODUCT IMPROVEMENT

by Mr. Colin Hoyseth, Course Director, How the Army Runs Course, AFMS, comm: 703-805-1274

The United States Army is working hard to provide improved capability to Soldiers in a faster, more efficient manner. The United States Army Research Lab (ARL) is developing processes to reduce testing time and the number of testing iterations to develop a lighter and more protective body armor. Modern body armor is made of ceramics and is improved by changing the chemical recipes and heating at different temperatures. ARL is looking at ways to incorporate instant feedback from test results that connect directly back to the machine learning computer that develops the next formula for producing a lighter, more protective body armor.

The old process required each new designed plate to undergo expensive and time consuming testing. Testing involved firing rounds at a single plate and then analyzing the damage to the plate. The analysis was recorded and provided back to the researchers who then updated the formula to produce a more effect and lighter body armor plate.

ARL is innovating this process by using machine learning to develop better ceramic formulas before doing the live fire testing. The end goal is an instantaneous feed from the live fire testing back to the machine learning applications which then start changing the formulas before conducting additional tests. This change in processes will save enormous amounts of time and money.

APPLICATION TO ARMY FUTURES COMMAND

Book Review of: Simple Rules: How to Thrive in a Complex World

by Mr. Ben Rivera, Dean of Academics, AFMS, comm: 703-805-4905

The Army Force Management School (AFMS) seeks to inform the Army’s discussion on the unification mission of the Future Force Modernization Enterprise (FFME) and the complexities associated with it. Specifically, our school is looking for ways to inform the Leaders and Staff of the Army Futures Command (AFC) achieve their “must do” in agility (be open to new ways of doing things) and results (measure themselves against “the value they add, vice the time they spend”). The authors of “Simple Rules” offer creative, and cost effective ideas to implement strategy in a way that saves time and effort, and simplifies how the organization process its vast and vital information.

Simple Rules enable decision making in complex and turbulent environments by developing simple to understand rules. These Simple Rules shape critical processes, and achieve organizational “buy in” on a daily basis. AFC’s mission demands fresh new ways to re-imagine how to navigate the Joint Capability Integration and Development System (JCIDS) and the Defense Acquisition System (DAS). In doing so, AFC must be expeditious, effective and innovative while accountable to the Nation, Congress and the Department of Defense.

The authors of Simple Rules guide the reader to a proven and practical methodology to first establish “how to” determine what to pursue rather than, determining “what to pursue”. Focusing on “what to pursue”, without a redesign of an organization’s decision making methodology and mindset, may lead to accelerate existing processes (with their inherent complexity) to determine which concepts, capabilities and organizational structures to pursue. Defaulting to process acceleration may not achieve the clarity collaboration and strict focus needed to overcome complexity.

AFC will make critical decisions in the face of daunting complexity. To declutter the multiple process steps of JCIDS and DAS in their mission portfolio, Simple Rules (which come in six types) offer an attractive, simple to maintain rules on what matters most to finally outperform complexity. We hope that a quick read of Simple Rules may inform Leaders and Staff on how to implement Simple Rules on what matters most.
U.S. ARMY ACTION OFFICER INTEGRATION COURSE WANTS YOU!

by Dr. Hershel Holiday, Course Director, Action Officer Integration Course, AFMS, comm: 703-805-3518

If you aspire to be a great action officer, the Army Force Management School (AFMS) has a course for you! The Action Officer Integration Course (AOIC) teaches newly assigned military and civilian personnel basic skills that are necessary for success working in the National Capitol Region (NCR). AOIC provides a practical introduction to Headquarters Department of the Army (HQDA or DA) structure, force management and budgeting operations, along with a comprehensive hands-on approach to DA’s executive communication process. The AFMS schedules 16 AOIC courses each fiscal year. The Army’s top leaders strongly recommend that every person assigned to HQDA, within the NCR, attend AOIC.

AOIC is a one-week (five-day) course that prepares military and civilian personnel to serve as action officers at the HQDA level. More specifically, AOIC addresses how action officers effectively develop, staff, and communicate information to decision makers and incorporates hands-on practical exercises to provide students with the opportunity to practice and improve their communication skills. During your week of AOIC you will engage in the development of an Executive Summary, an Information Paper, and a Decision Briefing. Each of these are reviewed by AFMS staff with detailed feedback provided to help the Action Officer improve their writing and briefing skills. Yes, you get the opportunity to provide your briefing directly to an experienced (and retired) Army leader! Students are able to brief a senior leader in a classroom environment where mistakes are corrected and never penalized.

Though each class goes from Monday through Friday, classes normally end by noon on Friday with a guest speaker followed by a brief graduation exercise. Students receive books, multiple handouts, and a DVD with all course presentations. Students will also retain Black Board access for approximately two weeks after the end of the course.

If you are ready for the challenge and truly would like to hone your action officer prowess, sign up for AOIC today by contacting the AFMS Registrar at 703.805.4904.

THE ARMY FORCE MANAGEMENT SCHOOL DEVELOPS DISTANCE LEARNING COURSE

by Mr. Kip Johnson, Director of Training Development, AFMS, comm: 703-805-9480 and Ms. Angela Brandford, The Instructional Systems Designer, AFMS, comm: 703-805-3488

Educators can agree that instruction must evolve so that the content and classroom experience remains relevant to their students. The Training Development Department (TDD) at AFMS understands this concept all too well, and is maintaining relevancy by updating the instructional environment at the school to appeal to students’ desires for more distributed learning (DL) opportunities. The TDD, along with assistance from the faculty, developed the school’s very first DL lesson using Adobe Captivate software. DL is a method of instructional delivery using a mix of computer and web-based instruction, streaming video conferencing, face-to-face classroom time, distance learning, or other combinations of electronic and educational models.

The DL program at the AFMS is still in its infancy stage, but it shows great promise. The first module is complete and is titled, “Effective Communications.” This module presents topics taught in the Action Officer Integration Course (AOIC), such as how to write an Executive Summary, how to write an Information Paper, and...
and how to prepare for a Decision Briefing. The next DL lesson on “Force Management 101” is currently in the development phase. This lesson will contain modules that cover Army Composition, Strategy, and Force Development.

“For years, our student population has asked whether AFMS offers any lessons online. It has become obvious that today’s learner has the experience and the desire to complete courses in a DL environment,” stated Kip Johnson, Director of Training Development. As part of the preparation for the transition to distributed learning, the TDD developed a five year implementation plan with assistance from individuals at The Army Distributed Learning Program, which falls under The Army University.

The implementation plan states that DL lessons will be offered as stand-alone segments in the Army Learning Management System (ALMS), and students will have unlimited access. The Instructional Systems Designer (ISD), Angela Brandford, believes that the program will eventually meet the demand for an “anytime, anywhere” learning environment, but for now, the lessons will be offered as an additional resource to motivated learners.

ARMY FORCE MANAGEMENT SCHOOL SUPPORT TO ARMY FUTURES COMMAND REQUIREMENTS APPROVAL PROCESS SUMMIT

by Dr. Greg Hamlett, Course Director, Force Integration for Senior Leaders Course, AFMS, comm: 703-805-2362

The Army Force Management School (AFMS) continued their support to AFC initiatives by recently participating in an AFC Requirements Approval Process Summit held on 11-12 June 2019. The Summit’s purpose was to conduct a Directorate of Systems Integration (DSI) led requirements approval process at AFC Headquarters bringing the “Requirements Generation Enterprise” together developing and implementing Business Rules and Best practices - enabling seamless staffing and coordination for the AFC Requirements process. The Summit included representatives from AFC HQ, Futures & Concepts Center (FCC), DCS G-8, ACOMS and Cross Functional Teams (CFTs) at the GS-15 and O-6 level.

After opening remarks from LTG James Richardson (DCG, AFC), the specific topics and working group activities included the following: AFC Requirements Process Overview (How we got here and what’s happened since); current Requirements Approval Process; Requirements Visibility; Staffing Processes; developed Business Rules (new Best Practices); discussed Group leader breakout topic outcomes; and provided due-outs achieving consensus for adopting and implementing Best Practices. In addition, a memorandum was developed to show accountability dissemination of Business Rules/Best Practices. CG, AFC provided the following guidance: “See what works and what doesn’t; look for a quick way of doing things – everything doesn’t need to go through a full up process.”

As a result of this collaborative effort, the Requirements working group developed and published succinct Business Rules and Best Practices that operationalize the new AFC Requirements Process. Way Ahead/Disclaimer: Follow-up actions will occur at the weekly working group telecon using the expected summit results as a framework for Lessons Learned – and refinement if required.
THE ARMY NATIONAL GUARD FORCE MANAGEMENT COURSE GRADUATES CLASS 2-19

by Mr. John Dowdle, Instructor/Facilitator, AFMS, comm: 703-805-4486

The Army Force Management School (AFMS) conducted the Army National Guard Force Management Course (ARNG FMC) Class 02-19 during the period 6-17 May 2019. The students consisted of nineteen ARNG officers, warrant officers, and NCOs with one DA civilian. All students met the course requirements and received a certificate of training. The ARNG FMC is tailored to learning the roles, duties, and responsibilities of a state level Force Integration Readiness Officer, or FIRO.

Two written exams, a group project force management case study, and a practical application exam of relevant FIRO databases (FMSWeb, RCAS, AE2S, and DST) were utilized as part of the individual student assessments for the course. The current ARNG FMC curriculum continues to build on changes made by the Army National Guard Force Management Division and the Army Force Management School at the last Course Content Review in the fall of 2018. The force management case study was re-designed to make it more rigorous and challenging, and since implementation students have responded positively to the upgraded case study that has helped increase their learning and baseline understanding of FIRO duties and responsibilities. The "Harry Santiago" Distinguished Graduate Award recipient went to MAJ Roger Howard, Fires Officer, Illinois Army National Guard. Overall class average per student was 93%.

The next ARNG FMC (class 3-19) is scheduled for 12-23 August 2019. The dates for the 2020 ARNG FMC dates are as follows: 24 February-6 March 2020; 27 April-8 May 2020; and 17-28 August 2020. For more information about registering for an ARNG FMC course, please contact Mr. Tim Hoban at ARNG-FM, Arlington Hall, Virginia, at timothy.m.hoban.civ@mail.mil, commercial 703-601-2654; DSN: 329-2654.
THE SYNCHRONIZATION STAFF OFFICER COURSE GRADUATES OF CLASS 2-19

by Mr. Tommie Hewitt, Course Director, Synchronization Staff Officer Course Director, AFMS, comm: 703-805-4767

As the new Synchronization Staff Officer (SSO) Course Director and Instructor/Facilitator at the Army Force Management School (AFMS), I look forward to taking the lead for the next SSO course scheduled for 16-20 Sept 2019. This course is designed for an optimal of 42 students and a maximum of 48 students per class. Our last SSO course had a total of 37 students from both military and civilian backgrounds and experiences, with grades ranging from E5-05 for the military and from GS 11-14 for civilians.

The SSO Course is primarily designed to provide Director of Material (DOM) DCS G-8 students serving as SSOs with an in-depth understanding of SSO specific missions, responsibilities and organizational relationships, while also serving as a team building opportunity for students from other agencies ASC (LMI); ASA (ALT); NGB; OCAR; etc. who routinely interact with SSOs in support of the Force Development mission. This course serves as an entry-level education for officers and civilians assigned to SSO positions and those who interact with SSOs.

As an important part of the SSO's job, this course examines how an SSO synchronizes the Joint Capabilities Integration and Development Systems (JCIDS); the Defense Acquisition System (DAS); and, the Planning, Programming, Budgeting and Execution (PPBE) process in support of the research, development, acquisition, procurement delivery allocations and sustainment of required capabilities at the right time.

We will continue to work with the G-8 Course Sponsor Mrs. Marjorie McCants and her team to refine course requirements to ensure we are providing the best support to the G-8 Staff and the War Fighters.
THE ACTION OFFICER LOGISTICS COURSE GRADUATES OF CLASS 2-19

by Ms. Larissa A. Ginty, Department Chair (Futures), AFMS, comm: 703-805-3507

The Army Force Management School conducted the AOLC, Class 2-19, from 22-26 April 2019. Twenty-five students were warmly welcomed by Lieutenant General (LTG) Piggee, HQDA G-4, who provided them an overview of Army Logistics, today and into the future. Each directorate in the G4 provided an overview of their mission and the role they play in supporting the overall vision of the Army Senior Leaders. The Defense Logistics Agency (DLA) led a discussion on their role, mission and interaction with other key stakeholders such as the Joint Staff J-4, the Defense Advanced Research Projects Agency (DARPA), the United States Transportation Command (USTRANSCOM), the Combined Arms Support Command (CASCOM), as well as the Army National Guard and the United States Army Reserve. Students learned about force management topics such as Total Army Analysis (TAA), the Joint Capabilities Integration and Development System (JCIDS), the Defense Acquisition System (DAS), the Army’s Equipment Modernization Strategy and the Planning Programming, Budgeting and Execution System to name a few. Students conducted training on the Task Management Tool (TMT) as well as learning the do’s and don’ts of Executive Communication, especially how to write an executive summary (EXSUM) and an information paper. MG Sullivan, Director, HQDA G-43/5/7 provided closing remarks that inspired the students to take their newfound knowledge and put it to good use back at their duty location. The next AOLC course, Class 3-19 is Sep 23-27, 2019.
CONGRATULATIONS TO THE ARMY’S NEWEST FORCE MANAGERS

by Mr. Ricardo Garraton, Course Director, FA50 Qualification Course, AFMS, comm: 703-805-2372

The Army’s newest Force Managers graduated from the Functional Area 50 Qualification Course (FA50QC) on 12 April 2019. BG John Laskodi, Director, Joint and Integration, Office of the Deputy Chief of Staff, G-8, provided remarks. BG Laskodi emphasized to the graduates how important they are in bringing coordinated change into the Army to win and fight the nation’s wars as part of the Joint Force.

Class 1-19 was the first FA50QC class where a CAPSTONE exercise was required as part of the overall grade. The intent of the CAPSTONE exercise is to enable students to link all concepts, processes, and procedures taught throughout the course.

The distinguished honor graduate for Class 1-19 was CPT Mark Witte with a grade point average of 99.27%. CPT Witte’s follow-on assignment is advanced civil schooling at Georgetown University where he will pursue a Master’s in Business Administration.

Congratulations to the Army’s newest FA50QC graduates!
HUMPHREYS HALL GETS TIGHTER SECURITY

by Mr. Craig Howell, AFMS Facilities Manager, AFMS, comm: 703-805-4908

For years, the Army Force Management School and the Army Inspector General School have occupied Building 247, Humphreys Hall. Now, that is about to change as the Missile Defense Agency (MDA) is scheduled to occupy their space on the 1st and 3rd floor of the building upon completion of the HVAC renovation project in July 2019.

The MDA is the principle tenant of Humphreys Hall and being such, they are installing controlled access points of entry. Public access to Thurman Auditorium will be through the main doors in the front of the building but movement will be limited to the lobby, rest rooms, and the auditorium itself. Security personnel will also be stationed at the front door to monitor and screen entrants as appropriate.

The new security protocols are designed to establish access control, circulation, and badging procedures for all three tenants’ government and contractor employees, students, and visitors to Humphreys Hall. This means that at AFMS, we will be changing our in-processing and door access for students. During in-processing, students will be issued a facility access badge that they will be responsible for. This badge will allow access into AFMS areas of the building only and will be returned during out-processing. Visitors and special guests will either be provided temporary badges or be escorted by an AFMS team member.

We will do our best to make this transition as smooth as possible, but will need your help along the way. When you come to AFMS as a student, please be on time and meet in the designated location. Be sure you maintain positive control of your issued access badge as these are a controlled item. If you are a visitor, please know whom you plan to meet with. Good communication between visitors and AFMS Faculty / Staff will ensure security is maintained.

ARMY FY2020 BUDGET IS GEARED TOWARD MODERNIZING THE FORCE

by Mr. Kevin Vink, Instructor/Facilitator, AFMS, comm: 703-805-1069

While the Army’s budget request to Congress for FY20 is similar to last year’s budget, this one focuses more on modernization. The total request includes $151 billion in the base budget and $31 billion in Overseas Contingency Operations (OCO) for a total of $182 billion. Over 180 different programs will receive less funding or be eliminated in upcoming years to make resources available to modernize combat platforms in FY (fiscal year) 2028 and beyond.

Readiness remains a priority now and in the near term, and the Army plans to increase one station training from 14 to 22 weeks for infantry while also increasing combat training center rotations and unit training, among other things. Simultaneously, procurement has reduced somewhat for vehicles, helicopters, and drones while research and development has increased for the six modernization priorities: long-range precision fires, next-generation combat vehicle, future vertical lift, mobile network, air and missile defense, and Soldier lethality.

Specific increases include the following: hypersonic missiles, manned ground vehicles, future reconnaissance aircraft, and missile defense systems. Much more detail can be found at the Army Financial Management & Comptroller web site: https://www.asafm.army.mil/offices/bu/content.aspx?what=BudgetMaterials
While there are numerous increases and decreases in this fiscal year, and nearly every year, here’s an approximate breakdown of the Army and its resourcing: about half the Army budget is for military and civilian pay (manning, or people programs), about a third is for operations and maintenance (readiness, training, and sustainment), about one-fifth involves investment (research & development and acquisition (procurement or equipping) or RDA), and there are a few other smaller items to include military construction and housing (installations).

In general, operations and maintenance appropriations pay for readiness. In addition to those items already mentioned, it also funds 58 brigade combat teams, 11 combat aviation brigades, and six security force assistance brigades. Research and development appropriations (slightly more than a third of the investment accounts) and procurement appropriations resource the Army’s modernization efforts to include its six priorities listed above.

Much painstaking, collaborative, and difficult work over many months helped shape and refine this Army budget to balance readiness, reform, and modernization. This aims to resource a more capable Army that is ready to deploy, fight, and win.

**KEEPING ON TOP FUTURE SECURITY FORUM**

*by Mr. John Dowdle, Instructor/Facilitator, AFMS, comm: 703-805-4486*

Mr. John Dowdle from the Army Force Management School attended the fifth annual New America and Arizona State University Future Security Forum (formerly the Future of War Conference) on April 29, 2019 in Washington, D.C. At this conference, leaders from government, academia, journalism, the military, and the private sector explored pressing current and future issues in international security and defense. General panel topics included:

- What will the military be doing in space in 2030?
- What is the future of proxy warfare?
- How do we defend ourselves against the cyber and surveillance warriors of the future?
- Role of ever-smaller drones and robots on the battlefield
- Role of the media on future battlefields

Senior leaders that spoke to the conference included the Commandant of the Marine Corps, GEN Robert Neller, Chief of Naval Operations ADM John Richardson, and Secretary of the Air Force Dr. Heather Wilson, and Vice Commander, Air Force Space Command Lt. Gen. David D. Thompson. Other speakers included security analyst and author Dr. Peter W. Singer, author of the Ghost Fleet and LikeWar: The Weaponization of Social Media, and Mr. Peter Bergen, book author and CNN national security analyst.

This conference is one of the signature events of the Future of War project—a New America and Arizona State University partnership working to develop new paradigms for understanding and addressing the changing nature of armed conflict and systematic violence. The Future of War project addresses these issues by convening some of the most creative and influential thinkers, writers, and decision-makers dealing with war and conflict to develop bold conceptual frameworks, create legal and policy proposals, and write and talk about the future of war in a manner that attracts wide interest and public engagement.
IN MEMORY OF BRIAN A. BEYREUTHER (1973-2019)

by COL George Lewis, Commandant, AFMS, comm: 703-805-2785

On May 9, 2019, the Army Force Management School lost a good friend and valued member of our team. Brian A. Beyreuther passed away from injuries sustained in a car accident in Lorton, Virginia. Brian is survived by his wife, Jennifer, and two young daughters.

Brian joined the AFMS team in 2007. He had a tremendous knowledge of all technical aspects of the school’s mission and a keen understanding of how the school operates. This, combined with his tech savvy, made Brian an indispensable member of the AFMS staff.

Brian provided content management for the AFMS public web page. His role went beyond that of a web master and he coordinated regularly with the course directors and registrar to ensure the quality and accuracy of the web site always exceeded the high standard he set. Additionally, he re-designed the school’s web page making it more engaging, easy to use and content-rich to all who accessed it. He was always looking for ways to empower Faculty, Staff, and Students with technological solutions to make their jobs, and their lives, better.

In September 2014, Brian’s stellar performance and commanding knowledge of the school’s technological baseline made him our perfect choice to implement the school’s newly established learning management system (LMS). As a Blackboard Administrator, Brian implemented his vision for enabling AFMS students to reach the school’s resources anywhere and at any time. He consistently supported 1,200 students a year across all resident courses and selected exportable training with Blackboard support services. As an LMS expert, Brian was often consulted by his company, CALIBRE, when insights on the latest learning technologies were needed.

Throughout his career with AFMS, Brian worked to make our team successful and to increase the value of the education and training provided. He will be best remembered for his depth of work knowledge, and his commitment. Brian’s commitment to both his family and the AFMS family will not be forgotten.

A link to Brian’s memorial service, a photographic memorial, and a link to the Beyreuther family’s GoFundMe campaign can be viewed here: http://www.beyreuther.family. Please join us in expressing our deepest condolences and sympathies to the Beyreuther family, and keep them in your thoughts and prayers during this time of loss.
We remain committed to your educational and training needs. We want to do everything we can to make your professional growth easier and enhanced. Please reach out to us prior to, during and after you attend our courses. We are your source for reliable information. We may not have the answer right away, but through our network, we can find it for you. I look forward to your ideas as you attend or visit our school. I am proud to be on your team.

COL George Lewis, Commandant,
AFMS, comm: 703-805-2785