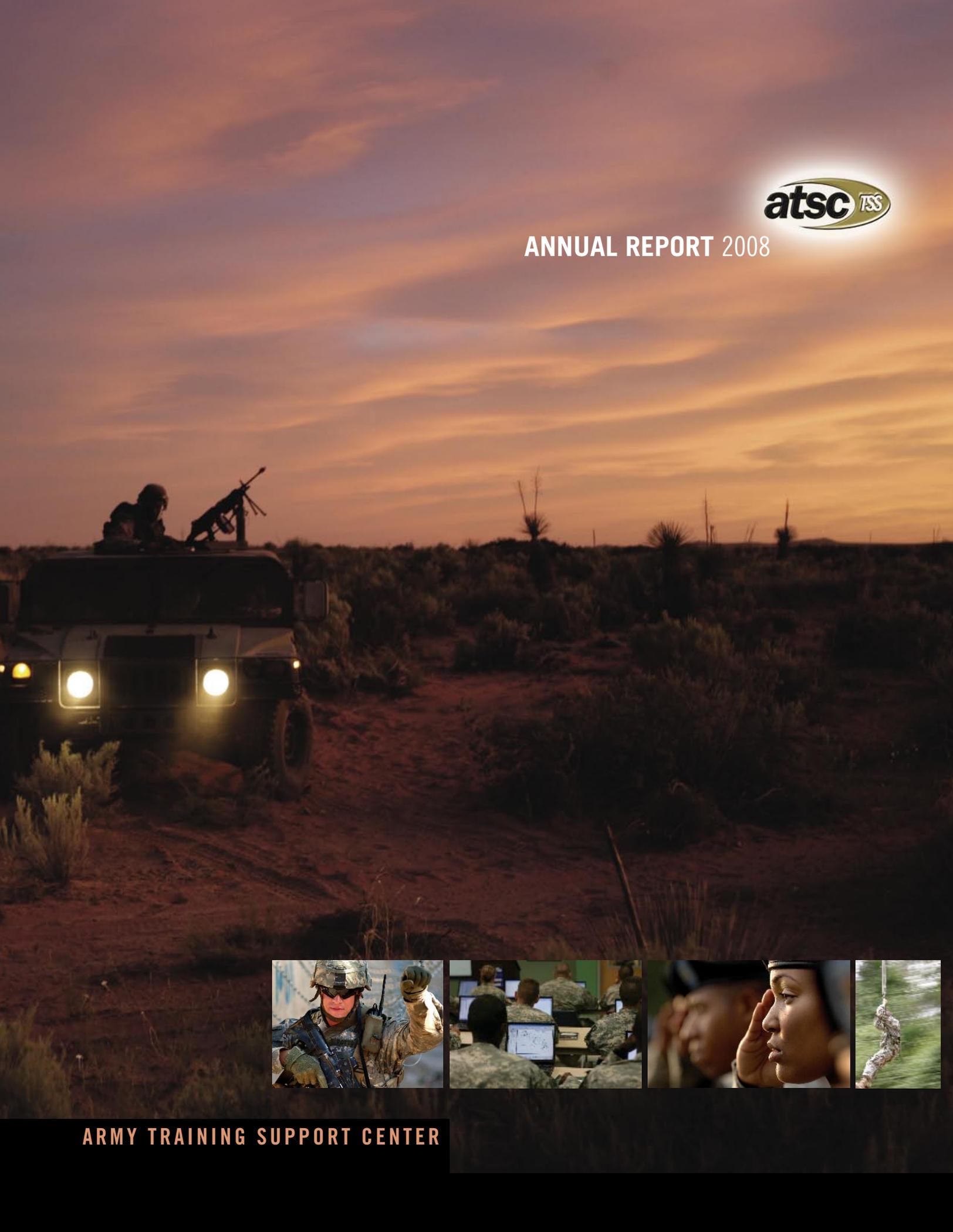




# ANNUAL REPORT 2008



**ARMY TRAINING SUPPORT CENTER**



**THE TRAINING SUPPORT SYSTEM ENABLES AN  
OPERATIONALLY RELEVANT TRAINING ENVIRONMENT  
WHENEVER AND WHEREVER NEEDED.**





## FELLOW TSS STAKEHOLDERS AND PARTNERS: A MESSAGE FROM THE EXECUTIVE DIRECTOR

This past year was a challenging and rewarding time for the US Army Training Support Center (ATSC). As an organization, we maintained the highest possible levels of training support for our many customers and stakeholders.

The impact we made on training was impressive, the scope large and the payoff satisfying. We pledge to continue to be the leader in the training support community for our Armed Forces.

This report introduces ATSC and details our contributions to the Army over 2008. We are often the quiet partner in the training enterprise, recognized not by our name but by the training support capabilities we provide that enhance Soldier readiness. The ATSC professionals provided unique and unmatched support to all



the training domains: operational, institutional, and self-development.

With the help of our partners, stakeholders, and employees we provided and delivered

tens of thousands of training products and services to the Army, sister services, and the Joint Community. This past year we responsibly managed 13 million acres of training land, maintaining, improving, and constructing ranges on 155 Army installations. Student enrollment in courses through the Army Institute for Professional Development topped 1.7 million, with a supporting help desk that fielded over 70,000 student inquiries. We maintained thousands of legacy training materials while constantly exploring new, innovative ways to develop and deliver training support.

Our success is attributed to ATSC's team of professionals who work tirelessly in support of the Army and its programs at any hour of the day, any day of the week. Today our employees are engaged in the many activities mentioned above but also in many other functions which go unseen and untold, working towards the goal of making a better Army. I am personally thankful for such dedicated professionals in the Army Training Support Center and consider it a privilege to lead them.



This report exemplifies how we have met, and often exceeded, our goals in support of the training community. We are proud of our accomplishments in 2008 and look forward to improving our service and continuing to provide superior training support to our customers and stakeholders in the upcoming year. Our bottom line is to deliver the absolute best possible training products and services to support the development of agile, adaptive Soldiers and civilians for the 21<sup>st</sup> Century.

We are absolutely committed to you in 2009.

Luciano Iorizzo  
Executive Director, ATSC





## ATSC AND THE TRAINING AND DOCTRINE COMMAND



The US Army Training Support Center (ATSC) is a Field Operating Agency in direct support of the core mission of the Headquarters, Training and Doctrine Command (HQ TRADOC), reporting to

the Deputy Chief of Staff G-3/5/7. ATSC serves as the Army's premier training support planner, researcher, integrator, and service provider. ATSC manages the Army Training Support System (TSS), designed to provide an operationally relevant training environment whenever and wherever needed.



SGM BILLY CHANEY,  
Senior Enlisted Advisor

**As the Senior Enlisted Advisor for ATSC, I am committed to providing quality training support within all three training domains: institutional, operational, and self-development. Having recent operational experience in both Afghanistan (04-05), and Iraq (06-07), I assist in providing quality and timely training support to all units—Active, Reserve, and Guard alike. This is a must for our Soldiers, Non-commissioned Officers, Warrant Officers, and Commissioned Officers who are leading our Army in the 21st Century.**



## THE TRAINING SUPPORT SYSTEM

The Army TSS is a system of systems that represents the enterprise of capabilities and capacity necessary to enable an operationally relevant training environment for warfighters. The TSS supports the operational, institutional, and self-development training domains, facilitating FM 7.0, Training for Full Spectrum Operations. The TSS is classified into three components: Management, Evaluation, and Resources; Architectures and Standards; and Product Lines comprised of training information infrastructures, training facilities and land, training products, and services.



ATSC  
Established  
BG C. G. Wright



Army Institute  
for Professional  
Development (AIDP)

National  
Training Center  
(NTC)

Multiple  
Integrated  
Laser  
Engagement  
System (MILES)

Weapons Crew  
Training  
Study/Standards  
in Training  
Commission  
(STRAC)

School of the  
Air (SOA)

Video  
Teletraining

Combined Arms  
Training  
Strategy (CATS)



Combined  
Arms Tactical  
Trainer (CATT)

1976      1978      1980      1982      1984      1986      1988      1990      1992

# ABOUT ATSC



## WHO WE ARE

Established on 1 July 1976, the Army Training Support Center located at Fort Eustis, Virginia, is the capstone of the Army's training support management structure.

Our mission is to plan, integrate, implement, and sustain many of the training support programs, products, services, and facilities that support training across all domains, TRADOC's core missions, and the Army. We work closely with Headquarters Department of the Army (HQDA), HQ TRADOC, 33 TRADOC centers and schools, and installations worldwide to provide the Army training community with a wide variety of training support.

ATSC employs about 400 military, civilian, and contracted personnel who serve a critical role to ensure Soldiers have the essential training support products and services they need to maintain proficiency and readiness. These products and services enable training necessary to develop agile, adaptive warriors, comfortable with uncertainty and able to operate in an expeditionary environment.

ATSC's workforce is charged with duties such as the design, development, acquisition, production, reproduction, delivery,

maintenance, and accountability of training products and materials.

ATSC has been instrumental in establishing and managing the Army TSS that accommodates the full spectrum of training requirements. The TSS is a system of systems that provides the capabilities necessary to enable an operationally relevant training environment for warfighters. It represents a way to migrate training support to a fully integrated, interoperable training support enterprise across all training domains.

Our ability to manage and sustain the TSS and the many training support programs, products, and services makes us uniquely qualified to support our nation at war with exceptional training support anytime, anywhere.

This annual report highlights ATSC's accomplishments in 2008. You can find a detailed listing of all our programs, products, and services at our website: <http://www.atsc.army.mil>.





## OUR MAJOR PROGRAMS

ATSC provides direct support to HQDA G-3 by serving as the Department of the Army (DA) Executive Agent (EA) or delegated authority for several Army programs that provide integral training support products and services for Soldiers. Those programs include:

- Army Training Information Management Program (ATIMP)
- Fielded Devices Inventory Management
- Graphic Training Aids (GTA) Management
- Sustainable Range Program (SRP)
  - Integrated Training Area Management (ITAM)
  - Range and Training Land Program (RTLTP)
- Standards in Training Commission (STRAC)
- Tactical Engagement Simulation (TES)
- Training Aids, Devices, Simulators and Simulations (TADSS) Requirements Documentation
- Training Support System (TSS) Integration
- Training Support Representative (TSR) Program
- Department of the Army Multimedia/Video Production and Distribution Program (DAMVIPDP)

The impact of these programs on the Army mission and Soldiers is significant and our efforts for these programs are critical to the Army Force Generation (ARFORGEN) process.

## OUR PARTNERS, STAKEHOLDERS, AND CUSTOMERS

While our ultimate customer is always the Soldier, ATSC has many other partners, stakeholders, and customers we work with to provide the products and services needed to effectively train our Soldiers and our workforce. Among those are:

- HQDA, G3, and various Program Executive Offices (PEOs)
- Army Commands (ACOMs), Army Service Component Commands (ASCCs), and Direct Reporting Units (DRUs)
- TRADOC HQ Staff, Centers, and Service Schools
- Joint Community
- Unified Combatant Commands
- Other DoD and Government Agencies
- Industry Partners
- Academia

We continue to work diligently with all our partners, stakeholders, and customers to ensure the most operationally relevant training support programs, products, and services are available to Soldiers and civilians at the right place and time.

## How ATSC is Organized



### OUR ORGANIZATIONAL STRUCTURE

Like many organizations, we faced budget and personnel challenges. To remain relevant and adaptive, ATSC reorganized to improve upon what we do and how we deliver our products and services to the field. We eliminated some functions, restructured others, and relocated several of our directorates into two buildings, improving our efficiency, communication, and synergy.

Our current structure includes a command group, six functional directorates, and three internal support elements. The six functional directorates are:

- Training Support Delivery Directorate (TSDD)
- Education and Training Support Directorate (ETSD)
- Training Support Assistance and Products Directorate (TSAPD)
- Systems Training Integration and Devices Directorate (STIDD)
- TRADOC Capability Manager (TCM)-Live
- Training Support Analysis and Integration Directorate (TSAID)

The three internal support elements are the Resource Management Directorate, Logistics Office, and Operations Office.

### OUR DIRECTORATES AND THEIR ACCOMPLISHMENTS

ATSC represents a concerted effort across the Force to provide balance and equity for training support in the operational, institutional, and self-development training domains. ATSC has kept the balance for 32 years, safeguarding the interests of proponents and stakeholders. We attribute this balance to the accomplishments of the functional directorates and internal support elements. We discuss our accomplishments for 2008 through the directorates and the major programs, products, and services they provide in support of the training community throughout the world. We address internal support accomplishments through major initiatives that were critical to ensure we operated smoothly in a resource-constrained environment.



## OUR ACCOMPLISHMENTS



### **TRAINING SUPPORT DELIVERY DIRECTORATE (TSDD)**

TSDD is the DA Executive Agent for the Army Training Information Management Program (ATIMP) and program manager for all training and training development automation as directed by TRADOC. The ATIMP provides Army training information management integration mapping for data standardization, configuration management, data interfaces, and executive software for various developing and/or fielded Army training information systems. The ATIMP provided the basis for the Army Training Information Architecture (ATIA) to modernize Army training consistent with TRADOC policy.

TSDD is also the combat developer for a suite of products that constitute the training information enterprise. This enterprise includes the GEN Dennis J. Reimer Training and Doctrine Digital Library (RDL) through the Soldier Training Home Page, the Automated Systems Approach to Training (ASAT) soon to be replaced by the Training Development Capability (TDC), and the Resident Individual Training Management System (RITMS).

**REIMER DIGITAL LIBRARY:** The RDL (<http://www.train.army.mil>) is an official departmental website for Army training and doctrinal publications and is a central repository to distribute Army departmental publications and training products. In 2008, the number of registered users of the RDL grew by about 290,000 to a total of 745,000 by year's end. On average, the RDL delivered 38 terabytes of training content monthly and provided Soldiers immediate access to thousands of education and training products per day in direct support of readiness. The RDL is a good example of how the Army benefits from centralized services at an enterprise level.

**TRAINING DEVELOPMENT CAPABILITY:** The ASAT (<http://www.asat.army.mil>) is a tool used by training developers throughout TRADOC for the development and maintenance of Army training products. Last year, approximately 6,000 training developers used ASAT. While ASAT has served us well, it is outdated. In 2008 we developed the TDC, which replaces ASAT's stand-alone databases with one common data repository. The TDC, to be fielded in 2009, is an automated job aid for training developers, providing an effective tool to write, maintain, and release critical Soldier training products through the RDL. The integration of training products from the TDC with the RDL implements the enterprise concept of the ATIMP.

**RESIDENT INDIVIDUAL TRAINING MANAGEMENT SYSTEM:** The RITMS (<http://ritm.train.army.mil/RitmWeb>) is a web-based information and report management system for creating and managing training records and events. RITMS replaced the Automated Information Management System-PC for management of military courses and student related data through a consolidated database that exchanges data with Reception Battalion Automated Support System (RECBASS) and Army Training Requirements and Resources System (ATRRS). RITMS makes it easier to enroll and track students and provides a complete range of reports from the training data stored and managed in its database. In 2008, the use of RITMS grew by about 1,355 training managers to a total of 3,286, supporting 346,310 students who graduated from a class last year.

**SYNCHRONOUS COLLABORATIVE TOOLS:** In an effort to provide continuous, relevant support to our customers, TSDD offered collaboration tools ([www.atsc.army.mil/tsreach/](http://www.atsc.army.mil/tsreach/)). The collaboration tools include Adobe Connect, CollabWorx, the Broadband Training System (BTS), and video teletraining (VTT).

In 2008, the BTS proved to be a value added to the language training community. The Defense Language Institute Foreign



Language Center (DLIFLC) used a customized version of BTS, Broadband Language Training System (BLTS), for foreign language training in response to the National Security Strategy. BLTS enabled DLIFLC to deliver individual and small group synchronous language instruction to nearly 100 low density/high profile DoD language



ENID DENIS,  
Training Technician

**The suite of collaboration tools ATSC provides to the training community is impressive. They enable Army and DoD organizations like the Defense Language Institute to train more efficiently and economically than ever before. From their desktop, instructors conduct synchronous courses daily, supporting education and training of Soldiers, civilians, and agency partners in the self-development, institutional, and operational training domains.**

students worldwide. DLIFLC used BLTS to teach Arabic, Chinese, Dari, French, Hebrew, Japanese, Korean, Persian, Farsi, Russian, Serbian/Croatian, Spanish, and Vietnamese. The customization also provided the ability to uniquely train Foreign Area Officers and liaison officers who could not receive training in any other way.

We also supported the Army with internet and satellite connectivity to train Soldiers around the globe using VTT equipment and communications. This connectivity linked 268 CONUS and 58 OCONUS classrooms and 9 deployable classrooms located in Germany, Egypt, Kosovo, and Iraq. In 2008, instructors conducted 74,189 hours of training

worldwide in such areas as Emergency Medical Training, Advanced Nurse Leadership, Basic Noncommissioned Officers Course, First Sergeants Course, and Fiscal Law. In some cases, this was the only way forward deployed Soldiers could receive training.

### EDUCATION AND TRAINING SUPPORT DIRECTORATE (ETSD)

ETSD enhances Soldier readiness and training by managing the design, development, and fielding of individual training support products and services. Our products range from legacy paper-based to computer-based state-of-the-art distributed learning (dL) courseware. Services include management and oversight of dL contracts, standards, and certification, as well as staff and faculty support to personnel in TRADOC and non-TRADOC institutions and agencies.

**dL COURSEWARE:** ETSD provides courseware management, contract support, and courseware certification of dL products. In 2008, we supported 19 proponent schools completion of 49 dL courses while overseeing the continuing development of 42 additional courses through the Distributed Learning Education and Training Program (DLETP) contract. We tested 151 final courses,



WILLIAM MATTHEWS,  
Director, Training Support Delivery

HELEN REMILY,  
Director, Education and Training Support

**Together, our directorates provide access to the highest quality education and training developed by content proponents and tailored to individual needs. The education and training is delivered efficiently anywhere at anytime to enhance Soldier and civilian performance.**





103 modules, 248 lessons, and 67 CD-ROMs for 26 different proponents and agencies resulting in fielded products that run correctly on a myriad of hardware and software configurations at schools, home stations, armories, deployed locations, and domiciles. These courses are developed to precise Army standards and fielded in support of the Global War on Terror (GWOT), leadership training, professional military education, military occupational specialty sustainment training, and functional dL training requirements for the Army.

**STAFF AND FACULTY:** ETSD manages the TRADOC Staff and Faculty Development Program (SFDP). This program ensures that the Soldiers, Army civilians, and contractor personnel who are directly or indirectly involved in training and education functions have the capability to perform their jobs to standard. The SFDP includes 13 core training courses and professional development activities. In 2008, we trained 1,700 personnel who, in turn, went on to teach and develop training and education for Soldiers, civilians, and partners worldwide.

Our Staff and Faculty was instrumental in the 2008 pilot of Blackboard. Designed as a proof of principle for 25,000 users, Blackboard enrollments grew to over 400,000 users. We managed the online and face-to-face Blackboard instructor and domain

administrator training sessions for 282 professionals. The sessions assisted proponents in developing, administering, and conducting learning activities for students in an online environment. Brown bag training sessions for domain administrators via Adobe Connect helped maintain communication and promote idea-sharing to the TRADOC Schools who support 1,447 courses and over 90,000 active users at any time.

**dL WORKSHOP:** This annual workshop serves as a forum for the training community to synchronize training initiatives across the Force. These initiatives continuously enable the development of agile, adaptive warriors by providing just-in-time training when and where needed. The 2008 dL Workshop, held 10-13 March, featured the CG, TRADOC, GEN William Wallace as keynote speaker. The workshop theme was, “Blurring the Lines between the Operational and Institutional Environments” and GEN Wallace elaborated on how correspondence courses could serve as a bridge to provide a way to get college credit for military training and experience.

The 2008 workshop enabled proponent schools to plan, prepare, and execute their training and education requirements and also receive professional development on the latest advancements in a constantly changing technology. The workshop brought together two divergent experts in instructional design—Dr. Richard Clark, Director, Center for Cognitive Technology, University of Southern California, and Dr. Thomas Duffy, Director, Center for Research on Learning and Technology, Indiana University. One outcome of the dynamic collaboration was consensus on the value of worked examples as components of instructional strategies to improve retention and transfer. Over 370 attendees represented key members of the dL training and education development community across the Army, Joint Services, academia, and industry leaders. The workshop also enabled the workforce to resolve technical issues in the development and fielding of dL courseware in support of ARFORGEN.



### ARMY INSTITUTE FOR PROFESSIONAL DEVELOPMENT:

The Army Institute for Professional Development (AIPD) governs the Army Correspondence Course Program (ACCP), consisting of over a thousand courses. The Distance Education and Training Council reaccredited AIPD in 2008, marking over three decades of continuous support to Soldiers. In addition to professional development gained from the courses, Active and Reserve Component (RC) Soldiers get promotion points and RC Soldiers get credits toward retirement. This year over 200 courses were reviewed to ensure curricula were current and accurate.

In 2008, AIPD processed 1.7 million student enrollments in courses and subcourses and maintained 5 million transcripts. In addition to distributing web-based courses, we also shipped 55,000 hard-copy courses to ensure that Soldiers without internet access can continue their self-development.

The Combat Lifesaver Course (CLC) is a great example of a course that saves lives and provides a specialty certification to our Soldiers. ATSC processed 61,000 Soldier enrollments for the CLC, delivering training to teach lifesaving measures that stabilize battlefield casualties until medical personnel arrive.

### TRAINING SUPPORT ASSISTANCE AND PRODUCTS DIRECTORATE (TSAPD)

During 2008, TSAPD provided enterprise-level life cycle management and training support assistance for the development, replication, and distribution of Soldier training products.

### REPLICATION AND DISTRIBUTION:

TSAPD manages the ATSC centralized warehouse and distribution center. We sent over 10.4 million training products and publications throughout the Army, other Services, and DoD training and deployment activities worldwide. These training products and publications support individual and unit training and Army readiness to include the GWOT, Initial Military Training, leader development, and Army Transformation. During 2008, the warehouse distributed over 9 million Graphic Training Aids; 290,000 Total Army Training System courses and materials; 150,000 copies of the Initial Entry Training Soldier's Handbook and the Arab Cultural Awareness Handbook.

**CUSTOMER ASSISTANCE:** TSAPD operates the Army Training Help Desk (ATHD). ATHD has agents in the 33 TRADOC centers and schools and operates 24 hours, 7 days per week to assist 350,000 customers annually. Last year, ATHD answered more than 6,000 inquiries per month from Soldiers and units on virtually every training related topic, ensuring quick response turnaround time. We also



GLADYS CARROLL,  
Computer Assistant

SUZANNE MACDONALD,  
Customer Service Representative

**We launched the Army Training Help Desk in 2004. ATHD answers hundreds of questions daily, connecting students and subject matter experts to find answers 7 days a week. The Help Desk is a dynamic federation with over 350 agents throughout the Army. Together we developed 65 tutorials using off-the-shelf programs to publish the most current changes and information on the internet for the Federation.**





PAM FIELDS,  
Chief, Production and  
Documentation

**Through the Department of the Army Multimedia Visual Information Production and Distribution Program (DAMVIPDP), we enabled more than 34 TRADOC programs in support of public affairs, strategic communication, and institutional, operational, and self-development training products.**

and TRADOC policy. One of our key missions is to document historically significant events and archive products for TRADOC. In 2008, we archived over 75 events and products at the March Air Force Base (AFB) repository that will be available for future reference. We also produced 38 videos for Armywide distribution at a cost of \$736,000—a significant savings for the Army. Examples of these videos include “Conduct of Checkpoint Operations,” “After Action Review,” “The Total Trainer,” and “Army Families,” all of which attest to the diversity of TSAPD’s centralized and unique skills. Additionally, we supported the Unified Quest 08 Wargame by documenting and archiving the events and producing the introductory video, “Building Partnership Capacity.” We produced the outcome video that showcased the insights from the games for the Senior Leaders Seminar. We produced the “Experimental Forces (EXFOR) and Army Expeditionary Warrior Experiment” video for the Army Capabilities Integration Center, as well as videos for the Army Accessions Command, including the “Basic Officer Leaders Course (BOLC) II” and the high-demand “New Spouse Orientation” videos.

completed the ATHD interface with the Army Learning Management System (ALMS) so inquiries can seamlessly flow between systems to increase support and responsiveness.

#### VIDEO PRODUCTION AND DOCUMENTATION:

TSAPD is the training advocate for the TRADOC Visual Information (VI) mission. We provide DAMVIPDP guidance and support to TRADOC schools and activities and input to DoD, HQDA,

**GRAPHICS AND EXHIBIT SERVICES:** TSAPD designed, developed, and distributed over 145 print and web products in 2008. In addition to supporting the training mission, these products represented TRADOC at local and national events, including the Association of the US Army (AUSA) Conferences, the ATSC dL Workshop, the TRADOC Senior Leader’s Conference, the Sustainable Range Conference, the Joint Warfighter Conference, and the Training Support Center Workshop. TSAPD’s professional products give visual substance and continuity to Army and TRADOC themes and messages. Our rapid response and cost-cutting production abilities enhance conference exhibits, presentations, and training products.

#### SYSTEMS TRAINING INTEGRATION AND DEVICES

##### DIRECTORATE

##### (STIDD)

As the DA Executive Agent for Training Aids, Devices, Simulators, and Simulations (TADSS), STIDD executes the HQDA and TRADOC mission to manage the TADSS inventory worldwide.

**LIFE CYCLE MANAGEMENT:** STIDD conducted life cycle management of over \$3 billion worth of fielded TADSS throughout the Army. We led inventory, accountability, distribution, redistribution, maintenance, storage, disposal, and Foreign Military Sales of TADSS, all supporting DA and Army Command training requirements at 42 Training Support Centers (TSCs) and subcenters located around the world. Special emphasis was placed on the Contingency Theater TSC in Kuwait that supports Iraq and Afghanistan.

During 2008, over 15,000 TADSS were laterally transferred between TSCs to support specific missions such as mobilization, deployed training, Base Realignment and Closure (BRAC), Integrated Global Presence and Basing Strategy, concept exploration, and other surge training requirements for Active Army, Army National Guard, Army Reserve, and other DoD agencies/units.



CPT CARNEL MAYNARD,  
Logistics Management Specialist,  
Tactical Engagement Simulations

**It is an amazing feeling to know that what we do here at ATSC directly impacts what happens on today's modern battlefield. Having served as a commander during the Global War on Terror, I have used the products ATSC provides in the preparation and deployment of my unit. Whether it was ordering TADSS from the local TSCs, using the HEAT Trainer to practice roll over drills, using fabricated M16s, or using GTAs to learn contracting or Arabic traditions, customs, and courtesies, ATSC provided what my Soldiers needed on an evolving battlefield.**

distributed 82,181 training devices. STIDD used fabrication facilities at Fort Gordon, Fort Jackson, Fort Knox, Redstone Arsenal, and Fort Benning to produce devices in support of training new recruits and deploying Soldiers, as well as Soldiers already deployed to Iraq, Kuwait, and Afghanistan. For example, Ashley Targets and Improvised Explosive Device Kits were fabricated and procured through centralized products and services at ATSC.

**NON-SYSTEMS AND SYSTEMS TRAINING REQUIREMENTS:** We served as training advocate for proponent requirements during the annual HQDA Weapon System Reviews (WSR). STIDD participated in over 70 reviews that identified and mitigated critical TSS shortfalls.

To ensure greater visibility of TADSS, STIDD effected the upgrade of the inventory and tracking tool used by HQDA, ACOMs, materiel developers, proponents, and installations. This tool, the Training Support Materiel Armywide Tracking System (TS-MATS), modernized TADSS inventory and usage and workload data collection. It now also supports budget and distribution decisions. The upgrade provides real-time reporting for over 600,000 TADSS Armywide.

**FABRICATED DEVICES:** As the Army training device fabrication manager, STIDD procured and



As the TRADOC lead oversight agency for systems training requirements determination, STIDD coordinated with 14 TRADOC Centers and Schools to ensure training requirements were captured in System Training Plans (STRAPs). The STRAPs developed for the Centers and Schools provided HQDA visibility on system training strategies and required training products, TADSS, services, information infrastructure, and facilities and land across all training domains. They also provided cost estimates associated with system training. On behalf of DA and TRADOC, we completed the review and approval of 53 STRAPs in 2008.

STIDD developed and fielded an innovative tool, the web-based STRAP Writing Tool (SWT), to TRADOC Centers and Schools. The SWT implementation provides efficiency in STRAP initiation, development, coordination, and approval processes in a web-based environment. This tool helps conserve valuable resources and streamlines the entire STRAP program, ensuring STRAPs are in synch and responsive to the acquisition process so Soldiers receive proper training as systems and nonsystem devices are fielded.

## **TRADOC CAPABILITY MANAGER-LIVE (TCM-LIVE)**

TCM-Live is the DA Executive Agent for the Tactical Engagement Simulation (TES) Program, the Sustainable Range Program (SRP), and the Standards in Training Commission (STRAC). TCM-Live also provides oversight of the Combat Training Center (CTC) Modernization Program and develops requirement documents for live fire training programs on behalf of TRADOC. In an era of unparalleled demand for live training products, such as ranges, targets, instrumentation, and ammunition, TCM-Live delivered over \$2.4 billion in training support products and services to installations, schools, and CTCs, providing exceptional support to operational forces.



LTC CORNELIUS BOYKINS,  
Combat Arms Training Officer, TCM-Live

**Managing the Army's live training programs and facilities is an immense responsibility in this time of war. Our team of professionals partner with installation commanders, engineers, range managers, safety experts, resource managers, and ecologists to maintain and develop the finest training systems and facilities for our Warriors.**

adjudication for real time casualty assessment.

Through the CTC Modernization Program, TCM-Live fielded the CTC Instrumentation System (CTC-IS) to the NTC and Joint Readiness Training Center (JRTC). CTC-IS replaced the instrumentation systems that were operating since the early 1980s. The new instrumentation system enhances battlefield realism and adjudication and facilitates an extensive feedback after action review (AAR) capability. This provides our Soldiers a more comprehensive training experience.

**SUSTAINABLE RANGE PROGRAM:** TCM-Live was diligent in management and oversight of the SRP, executing the Army's strategy to improve how ranges are designed, managed, and used to ensure long-term sustainability. We integrate the SRP core programs with safety program functions and with facilities, environmental, and munitions management in support of the doctrinal capability.

Of the 623 range modernization projects managed by TCM-Live, 173 range projects were in some phase of design or construction this past year. TCM-Live oversaw the completion of 47 ranges and

#### **TES AND CTC MODERNIZATION:**

Through the TES Program, TCM-Live replaced the National Training Center's (NTC) manworn basic Multiple Integrated Laser Engagement System (MILES) with the Individual Weapons System (IWS). IWS is a lighter manworn system that is capable of being integrated into NTC's central instrumentation system providing dismounted position location and centralized

facilities in 2008 alone. These facilities were valued at over \$200 million and included 13 Urban Operation facilities, Fort Carson's Digital Multi-Purpose Range Complex, and 33 smaller, non-instrumented ranges, such as Combat Pistol, Modified Record Fire, and Machine Gun Ranges. These new ranges and facilities reduce throughput challenges at installations and provide our Soldiers unprecedented gunnery feedback.

**STANDARDS IN TRAINING COMMISSION:** The Standards in Training Commission program provides all Army units with training ammunition strategies as published in DA Pam 350-38, Standards in Training Commission (STRAC). In its DA Executive Agent role for STRAC, TCM-Live produced the DA Pam based on modularity in coordination with Army Commands and proponent schools. This pamphlet is the source document for all ammunition requirements within the Army and provides units the information they need to plan and execute live-fire, collective, and force-on-force training events. It was signed by the Army G3 and published this year, ensuring relevant training guidance for constantly changing training strategies.

**LIVE TRAINING REQUIREMENTS:** In 2008, TCM-Live developed the requirements that led to the contract award for the Exportable Training Capability Instrumentation System (ETC-IS). ETC-IS will provide critical training instrumentation that leverages Army Battle Command System capabilities for monitoring, tracking, and AAR. ETC-IS will support the ARFORGEN training model and relieve throughput pressure on the maneuver CTCs.

TCM-Live was instrumental in developing the requirements that led to the contract award for modification of the Light Utility Helicopter (LUH) used by CTC Observer/Controllers (O/C) and the Opposing Forces (OPFOR). The current fleet of UH-1 helicopters used by CTCs is being phased out of the inventory and the LUH, with modifications, will provide a more capable state-of-the-art aircraft in support of units training at the CTCs.

TCM-Live continued to develop the Capabilities Production Documents (CPDs) for live training programs such as One Tactical Engagement Simulation System (One TESS), Homestation Instrumentation Training Systems (HITS), and OPFOR (Wheeled). The CPDs codify and authenticate a program of record and provide the materiel developer with a blueprint for building the system. These requirements ensure live training systems are integrated and interoperable within a live, virtual, and constructive training experience.

## **TRAINING SUPPORT ANALYSIS AND INTEGRATION DIRECTORATE (TSAID)**

TSAID provides matrixed support to collect, vet, and validate training support requirements across the Army to ensure that Soldiers in the field receive the critical training enablers needed to accomplish their missions. TSAID also integrates, synchronizes, and provides analysis for the TSS Enterprise in support of Current and Future Force training requirements. During 2008, TSAID concentrated efforts on providing training support in six key areas: Deploying and Deployed Forces Support, the Training Support Representatives (TSR) Program, Mission Essential Requirements (MER), TSS Analysis, Integration, and Current to Future Forces.

**DEPLOYING AND DEPLOYED FORCES:** Our dedicated support included identification of training enabler gaps, identification and coordination of TSS capabilities, and management of TSS assets in theater. Key to providing TSS support in theater was a deployed “boots on the ground” TSR who provided support to US Army Central (ARCENT) and operational commands. Working closely with the TSR in theater, TSAID successfully facilitated the approval of four operational needs statements

(ONS) that documented new and urgently needed TSS requirements for range targetry, nonlethal weapons, Program of Record High Mobility Multi-purpose Wheeled Vehicle Egress Assistance Trainer (HEAT) and Mine Resistant Ambush Protected (MRAP) Egress Trainer. We also fielded a Battalion set of Close Combat Mission Capability Kit (CCMCK) and a Brigade Combat Team (BCT)(-) Non-Lethal Capabilities Set to Kuwait to support Reception, Staging, Onward Movement and Integration (RSOI) training.

We expedited efforts to determine the Area Weapons Scoring System requirement for Udairi Range and developed the FY09 Training Support Sustainment Funding Requirements document.

**TRAINING SUPPORT REPRESENTATIVES:** In addition to the TSR theater support, other TSRs were the on-site training support advocates for TSS programs at eight Army installations. The TSRs assisted in the integration of key programs, including TS-MATS, MRAP, CCMCK, Joint training analysis, Improvised Explosive Device Effects Simulator/CREW II, Digital Range Training System, and range enablers. These training enablers



LTC ROBERT KOLPIEN,  
MAJ GLYN GOLDWIRE,  
CAPT BRIAN MIZE,  
Total Force Integration Office

**We integrate planning, development, and delivery of TSS products and services for Army Reserve and Army National Guard Mission Essential Requirements in support of ARFORGEN as well as repurposing products for Joint training. We produced the Common Core Scenario Courseware Module (CCSCM), leveraging virtual, constructive, and gaming technologies in a web-based blended learning environment. CCSCM enables remote staff planning exercises that compliment resident training without competing for time in dedicated simulation centers.**



KENNETH SAMPSON,  
Operations Research and Systems Analyst,  
Training Support Analysis and Integration

**ATSC analysts support decision makers by conducting cost benefit analysis, training impact analysis, and other empirically based studies. In 2008, we conducted customer satisfaction surveys for our major programs. Feedback identified strengths and areas to improve resulting in better support to our customers.**

Carson, and Lee, as well as with the Army National Guard and Army Reserve.

**MISSION ESSENTIAL REQUIREMENTS:** Using the MER process, TSAID integrated training support requirements across TSS Enterprise programs. The MER process provides the mechanism to document, assess, and integrate doctrinal requirements to ensure that Soldiers receive critical training enablers to accomplish their missions. We identified the total Active Army enabler requirements for FY10-15 and provided 100 percent visibility of Army National Guard requirements for 104 Soldier program enablers and 83 range enablers. We conducted MER reviews at five proponent Centers of Excellence: Sustainment (Fort Lee), Maneuver (Fort Benning), Maneuver Support (Fort Leonard Wood), Fires (Fort Sill), and Future Combat System (Fort Bliss). These reviews resulted in the removal of 17 enablers, the addition of 16, and consolidation of 3 into single categories. The adjustments balanced installation unique requirements with doctrine.

were, and continue to be, critical and relevant in preparing Soldiers for the rigors of the Contemporary Operating Environment (COE). During 2008, the network of TSRs at Forts Bragg, Benning, Bliss, Riley, and Hood was expanded to include Forts Lewis and Leonard Wood and Schofield Barracks/Fort Shafter. We anticipate adding TSRs at Forts Rucker, Sill,

**ANALYSIS AND INTEGRATION:** TSAID's analysis and integration efforts resulted in the development of the FY10-15 TSS Master Plan, which provided HQDA with empirically based and analytically sound requirements to build the TSS FY10-15 Program Objective Memorandum (POM). Throughout 2008, TSAID conducted independent and rigorous analysis to determine effectiveness, cost-benefit, and return on investment for TSS programs. One analysis focused on a FORSCOM proposal to build a Multipurpose Small Arms Complex (MPSAC) range for each Brigade Combat Team (BCT) and later for each Combined Arms Battalion (CAB). The analysis conducted in 2008 will set program conditions for 2009.

TSAID coordinated setup and conduct of TSS Program Management Review (PMR) and Training Support Working Group (TSWG) meetings. Over 300 representatives from HQDA, TRADOC, and Army Commands met to reconcile training support requirements and funding. These meetings all support the HQDA management process and also serve to develop synchronized and integrated strategic recommendations for the Army G-3 and the Chief of Staff of the Army in support of the Army Campaign Plan and the Army Training and Leader Development Strategy. Additionally, TSAID incorporated training support enablers in the 2008 Army Modernization Strategy, the blueprint for Army modernization, provided to Congress annually. We also incorporated enablers in the Capabilities Needs Analysis process, an Armywide effort to assess critical capabilities for the modular force and to identify and prioritize gaps in these capabilities.



**CURRENT TO FUTURE FORCE:** In support of Current to Future Force initiatives, TSAID led efforts to determine and synchronize Army Evaluation Task Force TSS requirements to support training, testing, and evaluation of FCS technologies. We determined the impacts on Light/Heavy BCTs scheduled to receive FCS spin-out (SO) technologies and developed and synchronized applicable training policies for FCS TSS training requirements. We authored a white paper on how to reach FCS embedded training with a single-point-of-entry database of training products. We also developed concept papers that addressed an FCS SO Training and Fielding Strategy and described the template for an FCS SO mobile training team to conduct doctrine and tactics training. These concepts were adopted as a key element of the early SO Doctrine, Tactics, and FCS Training Strategy.

## **RESOURCE MANAGEMENT DIRECTORATE (RMD)**

RMD is the organization's principal financial advisor for management and stewardship of monetary and manpower resources required to support ATSC and delegated Army training support missions. RMD develops and executes the budget, manages manpower and personnel actions, and conducts management studies and analyses.

In 2008, RMD managed and successfully executed over \$150 million in direct and reimbursable funding—a significant accomplishment in a dynamic environment. RMD processed 103 requests for Requirement Contract Approval, which is TRADOC's process for review and approval for all contract acquisitions. RMD's behind-the-scenes work resulted in on time delivery of Joint, DA, and proponent products and services.

RMD also produced the Commander's Annual Demographic Report. The report captured trends, comparative analyses, and forecasts for demographic composition on race, age, education, promotions, recruitments, awards, and grade distribution. It also provided the basis for developing the organization's Human Capital Strategy and other strategic planning initiatives.

## **LOGISTICS OFFICE (LOG)**

During the past year, the Logistics Office, or "Log," faced many challenges related to moving over 160 personnel out of condemned WW II-era wooden structures into two temporary renovated buildings. Log completed the moves with minimal disruption to work. We were also instrumental in the planning that led to the long-awaited approval of a new military construction project for the Advanced Training Technology Support Facility. This project will include the demolition of 16



existing WW II-era buildings and the construction of a 56,700 square foot facility that will co-locate four of the

six functional directorates along with the Command Group and the majority of the supporting elements.

In addition to managing and maintaining our facilities, Log accounted for over 3,500 pieces of equipment valued at over \$5.2 million. During 2008, we transferred over \$178,000 worth of equipment to other units and turned in another \$1.9 million worth of equipment to the Defense Reutilization and Marketing Office that can be used DoD-wide. Log had a perfect property accountability finding in 2008.

Log also has acquisition authority for Government Purchase Card transactions. In 2008, we processed over 540 printing contracts and transactions worth over \$20 million to support Army TSS programs and Soldiers worldwide.

As the central tasking authority, Ops manages a continuous flow of recurring and new taskings necessary to support the execution of our mission and the mission of higher headquarters. During 2008, Ops expedited over 1,100 internal and external taskings, accurately and on time and coordinated the visits of 18 dignitaries.

Ops successfully led the efforts to implement the National Security Personnel System for ATSC, ensuring tools were available and timelines were met for all required events.

## A LOOK FORWARD

Our pledge is to execute the TRADOC Commander's intent to the best of our ability. We plan to use our Human Capital Strategy to continue hiring, training, and sustaining quality people. We will continue using customer feedback to evolve products and services to remain relevant. And, we will keep Soldiers the centerpiece of our efforts, supporting their readiness and continuous development.



### OPERATIONS OFFICE (OPS)

The ATSC Operations Office, or "Ops", ensures the timely planning, coordination, and execution of commandwide efforts. Ops has the lead for organizational initiatives, including portal

development and knowledge management, security management, and Anti-Terrorism/Continuity of Operations Planning. These initiatives are critical to ensure the organization operates efficiently and is prepared for events that could threaten our security.



*TRAINING SUPPORT—The Army Advantage for Trained and Ready Soldiers  
Anytime, Anywhere!*



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