



Lt. Gen. Chris Mohan, deputy commanding general of Army Materiel Command, speaks Wednesday at an AUSA Hot Topic forum focused on the industrial base. (AUSA PHOTO)

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JANUARY 16, 2025

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## Modernization, allies key to sustainment

**T**he Army must prioritize modernization of the industrial base and integration of allies and partners as it works to more quickly deliver capabilities and maintenance to the front lines, a senior officer said.

In remarks Wednesday at an Association of the U.S. Army Hot Topic titled “Connecting the Industrial Base to the Tactical Edge,” Lt. Gen. Chris Mohan, deputy commanding general of Army Materiel Command, said that many of the lessons learned from studying operations in Ukraine have shown that supply chain capabilities would be impossible without working closely with allies and partners.

“If you look back at our previous

conflicts, we don’t fight alone, so we have to be integrated,” said Mohan, who also has been acting commanding general of Materiel Command since March 2024.

Integration with overseas partners would be bolstered by advanced manufacturing capabilities provided by teams of artisans on site who can work with remote subject-matter experts in the United States through secure telemaintenance channels.

As an example, Mohan described a scenario where a High Mobility Artillery Rocket System, or HIMARS, is out of commission, and the critical part to repair it is not on hand in theater. “In the world we envision, that HIMARS crew jumps on our telemaintenance chat and pulls

up that subject-matter expert, the engineer that is responsible for that weapon system,” Mohan said. “So, fortunately there’s a support unit or an allied capability that has the 3D printing technology to fabricate the required part, and we have the intellectual property so we can actually print the part.”

The telemaintenance and fabrication approach, he said, “dramatically reduces lead times compared to traditional logistics that would have taken weeks” to pull the part off a warehouse shelf, transport it overseas and out to the tactical edge.

Mohan also noted that as the Army prepares to engage in combat operations against any number of possible

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## Healthy supply chain keeps Army in the future fight

**A**s the Army and the other services transform to meet the needs of future conflicts, the military's logistics capability must also keep pace, the director of the Defense Logistics Agency said.

"Each of the services is going through a deep transformation cycle currently. We have to make sure that our logistics capability is also going through a deep transformation," Lt. Gen. Mark Simerly said Wednesday during a panel on supply chain health at an Association of the U.S. Army Hot Topic on the industrial base. "The scale" of future conflict "is global, and the time frame is protracted," he said. "I think we have to get over the mythology of this short, sharp fight and understand what we have to prepare for."

As global supply chains recover, particularly after the COVID-19 pandemic, the Army is working to fight effectively amid a "resource-constrained environment," said Liz Miranda, executive deputy to the commanding general of Army Materiel Command.

"We don't have all the money in the world to maintain everything hot



Staff Sgt. Stephon McIntosh, left, of the 21st Theater Sustainment Command, guides Pfc. Sterling Maness to stage his M109 Paladin howitzer during offloading operations Dec. 28 at the port of Koper, Slovenia. (U.S. ARMY/CAPT. MISAEL SALDIVAR)

and ready," she said. "We may have to keep some things warm and some things cold so that we can leverage and focus on the right things that our Army needs and our soldiers need to fight. In a resource constrained environment, that's very challenging."

The Army needs to be prepared for

global supply chain challenges and expect "constant disruption," said retired Lt. Gen. Mary Legere, managing director of Accenture Global Defense and former deputy Army chief of staff for intelligence, G-2. She cited the war in Ukraine as an example.

"We need to rise to this challenge. The level and speed and pace of change is something that we have to understand," she said. "Global supply chains are reacting to geopolitical realities of the world dividing again and camps forming. ... We're up against a long struggle where, once again, supply chains are going to choose sides."

The future fight will be won through sustainment, Simerly said. "As we think about where we are today, the risk to our fight, I really like the language that was used recently where we said, as a nation, we're in an undeclared state of emergency," he said. "The only requirement is winning. We have to find how we're going to sustain the surge and contraction of future conflict so that we can win through sustainment."



From left to right, Liz Miranda, executive deputy to the commanding general of Army Materiel Command; retired Lt. Gen. Mary Legere, managing director of Accenture Global Defense; and Lt. Gen. Mark Simerly, director of the Defense Logistics Agency, speak at an AUSA Hot Topic forum on the industrial base. (AUSA PHOTO)

## Outgoing Army secretary says service is 'going in the right direction'

**P**reparing to wrap up her tenure as the 25th secretary of the Army, Christine Wormuth offered leadership advice and reflected on her time on the job during a recent episode of the From the Green Notebook podcast.

"I think there's a reason that there's the expression, 'It's lonely at the top.' It is lonely sometimes to be a leader," she said. "You have enormous responsibility. People have to have trust in you. They have to believe that [you]re holding yourself accountable and not playing favorites, and that takes discipline to do that day in and day out."

Nearly four years after she made history as the first woman to serve as secretary of the Army, Wormuth said that she is "planning to run through the tape" as she rounds out her term in the coming days.

Speaking to Army leaders, Wormuth urged them to master the skills they will need to operate at the "enterprise level."

"I'm not sure we're always putting as much emphasis on the sets of skills that I think you need to be a leader in the Army at the more enterprise level," she said. "Critical thinking, the ability to not just describe problems, but actually analyze problems and come up with recommendations for how to solve problems [are] critically important."

The best leaders across the Army maintain a level of humility and recognize how essential their team is, Wormuth said. "One of the things I love the most about the Army is how it is so culturally oriented around the idea of team," she said.

During any change-of-command ceremony, "it is extremely rare in my experience to have a leader who is changing command not talk about what the team did," Wormuth said. "It's not about their individual accomplishments; it's about the team



Army Secretary Christine Wormuth addresses a forum during the 2024 AUSA Annual Meeting and Exposition. (AUSA PHOTO)

that made it happen. ... It's really important to remember that."

Looking forward, Wormuth expects the incoming administration will continue the efforts the Army has undertaken over the past four years. "I think the things that we have been pursuing as an Army for the last almost four years, whether it's in the force structure changes we've been making or the modernization priorities we've been pursuing, we're going in the right direction," she said. "I think there's going to be continuity in a lot of places."

Despite the challenges that come with working in the national security space, the stakes of the work have kept Wormuth dedicated to her profession.

"I have been blessed to almost always feel like what I spend my professional time doing really matters," she said. "Since walking through the doors of the Pentagon when I was 26, I've been blessed to have opportunities that allowed me to do that in some small ways and then over time in some bigger ways, and I wouldn't trade it for the world."

# AUSAExtra

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## Sustainment

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adversaries, it must ensure that it is acquiring the right capabilities—a question that will be governed by the rapid evolution of battlefield technology.

He offered as an example the proliferation of unmanned aerial systems and how quickly the systems' capabilities are advancing. The "UAS space is exploding, UAS and counter-UAS, it is dynamically changing the battlefield," he said. This requires the Army to ask if it's "buying the right stuff, are we spending our taxpayers' [money] on the right capability? We've got to think really hard on that."

Purchasing massive numbers of unmanned aerial systems also would require building facilities to house and maintain them, he noted. "The hangar is going to last 150 years when we don't know what the avia-



Task Force Aviation soldiers assigned to Regional Command East of the NATO-led Kosovo Force mission perform repairs on a UH-60M Black Hawk helicopter Wednesday at Camp Bondsteel, Kosovo. (ARMY NATIONAL GUARD/SGT. CHERYL MADOLEV)

tion fleet is going to look like in five years," Mohan said. "We are on a 12-week integration cycle in Ukraine. A 12-week cycle. Build something new,

fight something new, react to the enemy's countermeasures, build something new—so we've got to think, we've got to challenge ourselves."



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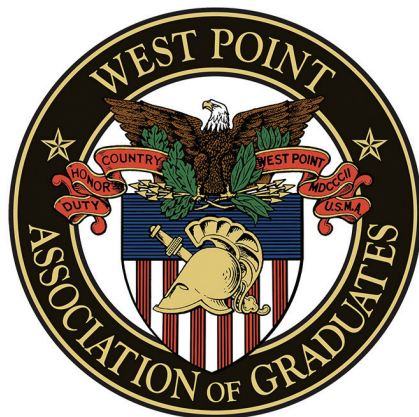
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## Spotlight on AUSA Association Partner: WPAOG

The West Point Association of Graduates has served since 1869 as the alumni association and foundation for the U.S. Military Academy at West Point, New York, connecting cadets, soldiers, veterans and retirees.

“The history of the United States Military Academy at West Point and its graduates truly goes hand-in-hand with the history of the United States of America,” the association’s website says. “From the War of 1812 to the more recent Global War on Terror, West Point graduates have played an integral part ... of defending our nation.”

The association provides a variety of opportunities for West Point graduates, including career services, information about veterans’ benefits, a travel program and memorial and funeral support.



It also publishes *West Point Magazine* and hosts a podcast focused on the academy, with a recent episode featuring retired Gen. Bob Brown, president and CEO of the Association of the U.S. Army and a 1981 West Point graduate.

Several awards are administered by the association, including the

Distinguished Graduate Award; the Sylvanus Thayer Award, recognizing a U.S. citizen who exemplifies the academy’s ideals; and the Alexander R. Nininger Award, honoring a graduate who has demonstrated valor on the battlefield. “Our mission is to serve West Point and the Long Gray Line; our vision is for the Long Gray Line to be the most highly connected alumni body in the world,” the association’s website says.

For more information, please visit <https://www.westpointaog.org/>.

If your association is interested in partnering with AUSA, contact Susan Rubel at [srubel@ausa.org](mailto:srubel@ausa.org).

**Association Partnership** with AUSA is an opportunity for like-minded military service organizations to join AUSA in support of the Total Army—soldiers, DoD civilians and their families.

## Longtime AUSA leader, finance committee chair dies

Retired Col. Ian Patterson, an Association of the U.S. Army life member who also was a key financial adviser to the association’s Board of Directors, died Dec. 25. He was 80.

Patterson served AUSA for more than two decades. Beginning in 1999, he was a member of the association’s Advisory Board of Directors, which supported what was then known as AUSA’s Council of Trustees. He was then appointed to the Leadership Committee and, later, to the Finance and Audit Committee, which supports and provides advice to the Board of Directors, AUSA’s governing body.

As Finance Committee chair, Patterson advised board members on the association’s audit and budget requests. He worked with AUSA’s auditors as well as with AUSA leadership on understanding and recommending approval of the association’s budget proposals. He completed his tenure in 2020.

“Ian was a dedicated and selfless member of the AUSA family who continued to serve and support the Army even after his service in uniform,” said Manisha Patel, AUSA’s chief financial officer. “His steady guidance and leadership were invaluable to our team and our Board of Directors. He will be greatly missed.”

Patterson, of Ashburn, Virginia, joined the Army as a second lieutenant in 1966 and served one tour in Vietnam. He was a military adviser to the Imperial Iranian Air Force in 1979 in Tehran when the Iranian government collapsed, and he helped ensure the safe and orderly evacuation of U.S. military personnel, according to his obituary.

Patterson was deputy chief of staff for the 101st Airborne Division and commanded a HAWK missile battalion in Germany. After the first Gulf War, he led the staff responsible for Kuwait’s post-war construction, according to his obituary.



Retired Col. Ian Patterson. (U.S. ARMY PHOTO)

In his final Army role, Patterson led the Defense Supply Service, where he streamlined procurement and supply operations for the Department of Defense. He retired from the Army in 1994.

A funeral service is scheduled for Feb. 26 at Arlington National Cemetery. More information is available [here](https://www.westpointaog.org/).



## Connecting with soldiers, local community at Fort Irwin

**R**etired Sgt. Maj. of the Army Daniel Dailey, the Association of the U.S. Army's vice president for NCO and Soldier Programs, and I traveled to Fort Irwin, California, in December for a meaningful opportunity to engage with soldiers and leaders at the National Training Center and connect with the local community in Barstow.

Nestled in the mountains of California, Fort Irwin is an isolated post that's 45 minutes from Barstow, the nearest city—which makes the journey to and from the installation an intentional and deliberate one. Our four-day trip allowed us to witness

### NCO & Soldier Programs

the hard work and dedication of the soldiers stationed there, as well as the challenges they face.

Our first day began with a hands-on Life Skills session at the auto shop on post. Several soldiers participated in a class that focused on how to change the oil in their vehicles—a key maintenance skill that often gets overlooked. It was inspiring to see soldiers take an active interest in maintaining their personal vehicles, fostering a deeper understanding of the importance of regular maintenance.

We then joined leaders from the National Training Center for lunch at the Coyote Café Dining Facility. Along with Holly Dailey, AUSA's Family Readiness director, we engaged in discussions about leadership at various echelons, the challenges of assignments and—most importantly—how we can best support soldiers and their families.

Fort Irwin's unique mission and location present distinct challenges, including the high operational tempo of rotations that sees units coming in and out of the formidable Mojave Desert training area known as “the box” for weeks at a time.

The following morning, we attended a meeting with community leaders from Barstow and surrounding



Retired Sgt. Maj. of the Army Daniel Dailey, left, AUSA's vice president for NCO and Soldier Programs, teaches a soldier about vehicle maintenance during a visit to Fort Irwin, California. (AUSA PHOTO)

areas, chaired by Renita Wickes of the AUSA National Training Center-High Desert chapter. The meeting underscored how essential it is for the military and local communities to work together to support one another, especially in such a remote and high-operations location like Fort Irwin.

Later in the day, Daniel Dailey had the honor of serving as the guest speaker for the 96th Combat Service Support Brigade's NCO Induction Ceremony. More than 30 NCOs who provide critical support and sustenance to warfighters rotating through the National Training Center were inducted. It was inspiring to witness the dedication and commitment of these soldiers, who are integral to

ensuring the operational success of the installation's training cycles.

On the final day of our visit, we participated in a Leader Development Forum for battalion-level and higher command teams, focused on leading with compassion and character. Daniel Dailey shared valuable insights on how to lead with empathy and integrity, and the event was hosted by Brig. Gen. Brandon Anderson and Command Sgt. Maj. Carvet Tate, command team of the National Training Center and Fort Irwin.

We closed the trip by joining AUSA chapter members at the Barstow Community Center to stuff stockings for Gold Star families. It was a meaningful way to give back to those who have sacrificed so much in service to our country.

This was not just a trip to a remote and strategically important location—it was a chance to honor the tireless efforts of the soldiers, leaders and AUSA members stationed there. The National Training Center plays a vital role in the Army's mission, and the soldiers who serve there demonstrate an unparalleled commitment to their duties.

For more on this trip and others, follow us on Instagram @ncosoldierprograms.

**Retired Command Sgt. Maj. Julie Guerra** is AUSA's director of NCO and Soldier Programs.



Holly Dailey, right, AUSA's Family Readiness director, and retired Sgt. Maj. of the Army Daniel Dailey, second from right, the association's vice president for NCO and Soldier Programs, stuff stockings for Gold Star families alongside members of AUSA's National Training Center-High Desert chapter in California. (AUSA PHOTO)

## Chapter supports California wildfire response efforts

In the wake of devastating wildfires in California, members of the Association of the U.S. Army's Greater Los Angeles chapter are stepping up to support affected soldiers and veterans as well as service members called to assist civil authorities.

"Our Greater Los Angeles chapter will be very involved in supporting our military units in the area," said retired Lt. Col. Pete Seitz, the chapter president. "We have maintained a military emergency fund for assisting soldiers and veterans that have financial challenges, and we will be using the fund to help military members displaced or impacted by the fires."

Seitz has been "in direct contact" with the California National Guard's 40th Infantry Division, the California National Guard headquarters in Sacramento and the Los Angeles Recruiting Battalion "advising them



Staff Sgt. Carlos Araujo, right, of the California Army National Guard's 40th Combat Aviation Brigade, speaks with civil authorities Jan. 11 about joint operations to support water drop missions in Los Angeles County. (ARMY NATIONAL GUARD/SPC. WILLIAM ESPINOSA)

that we are ready to help," he said. "The response to our outreach has been very positive and appreciated."

Retired Lt. Col. Jim Cragg, the chapter's executive vice president, lives in Pacific Palisades and came

very close to losing his home as several neighboring homes were destroyed, Seitz said. Cragg is also the former commander of the American Legion Ronald Reagan Pacific Palisades Post 283.

"Despite being evacuated with his wife and daughter, Jim has remained at the American Legion building to provide aid and assist local residents and first responders," Seitz said, describing Cragg as "a real example of a true American hero."

The fires are among the deadliest in California's modern history, destroying thousands of homes and killing at least 24 people, according to the *Los Angeles Times*. "I have been in this area for nearly 50 years, and this is the worst I can remember. It will be decades before communities recover and lives can return to normal," Seitz said.

More than 1,850 National Guard troops from California, Nevada and Wyoming had been activated for air and ground firefighting efforts as of Jan. 6, according to the Army. On Jan. 12, California Gov. Gavin Newsom announced he would activate an additional 1,000 California Guard troops to join the effort.

## AUSA honors outstanding recruiters



Retired Maj. Mike Pesko, right in each photo, vice president-at-large for AUSA's Fort Knox chapter in Kentucky, presents Distinguished Honor Graduate Certificates of Commendation and chapter challenge coins to graduates of the Army Recruiter Course in December. The honorees are, clockwise from top left, Staff Sgts. Sean Potter, Thomas Gibson, Nelson Bonilla and Aliimatai Tuitoelau. (AUSA PHOTOS)





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