



Soldiers assigned to the 2nd Armored Brigade Combat Team, 3rd Infantry Division, with NATO's enhanced Forward Presence Battle Group Poland, engage targets with their M1A2 Abrams tank during training at Bemowo Piskie Training Area, Poland. (U.S. ARMY/SGT. CECIL ELLIOTT)

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Study backs stationing brigade in Europe

Instead of relying on nine-month deployments to Europe, the Army should forward-station troops in allied European countries, according to a recent report from the Atlantic Council.

"Assuming the United States maintains some kind of troop presence in Europe ... relying primarily on rotational presence doesn't make sense fiscally," writes author John Deni, a research professor at the Army's Strategic Studies Institute and a nonresident senior fellow with the Atlantic Council's Transatlantic Security Initiative. "This may seem counterintuitive, but recent U.S. Army data indicate that recurring annual costs of back-to-back nine-month deployments outweigh those associated with basing units in Eu-

rope on a full-time basis."

Continually rotating an armored brigade combat team into Europe costs almost \$70 million more annually than stationing troops in Germany or Poland, Deni found.

Though building the infrastructure to support an armored brigade combat team could be "significant," host nations can utilize cost sharing to reduce U.S. expenses.

"For example, the Polish government has borne nearly all costs associated with building facilities in Zagan, Poland, hoping to host an American Armored Brigade Combat Team," Deni writes. "The cost of this investment is roughly \$3.6 billion, all of which is paid by Poland."

Aside from cutting costs, shifting away from continuous deploy-

ments may ease the negative effects of high deployment tempo on troops, including increased domestic violence, divorce rates and suicides in the months following redeployment from overseas rotations, brigade commanders told Deni.

"It's unclear whether reducing the number of back-to-back rotational deployments while increasing the number of forward-stationed troops in places like Germany or Poland would lower the incidence of divorce or suicide among troops in tank brigades—though given the human toll of those incidents, experimenting with ways to ease the burden on servicemembers and their families is worthwhile," Deni writes.

Forward stationing an armored
See **Rotational deployments**, Page 6

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'Deep transformation' needed to bolster military logistics

As 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 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."

Contested logistics is having an impact on all stakeholders' ability to support the fight, Simerly said.

"This strategic shift, this transformation, if you will, is taking a logistics behemoth and turning it into a combat support juggernaut and operationalizing aspects of the agency to be relevant and able to operate at the speed of war," he continued.

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



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 during an AUSA Hot Topic forum focused on the industrial base. (AUSA PHOTO)

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 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."

This panel discussion and all the presentations from the Hot Topic are available on AUSA's YouTube page.

Meet the AUSA headquarters staff

Emma Mueller

Member Experience Associate

Emma Mueller has been with AUSA for one year and describes working with the association and assisting its members as "a wonderful experience." She has always had a passion for helping soldiers, veterans and their families. In her free time, Emma enjoys playing golf, hiking and spending time with friends and family.



Sign up now for AUSA's Global Force Symposium and Exposition



Soldiers, defense industry representatives, AUSA members and more gather on the exhibit floor during the 2024 AUSA Global Force Symposium and Exposition. (AUSA PHOTO)

Registration is now open for the Association of the U.S. Army's Global Force Symposium and Exposition in Huntsville, Alabama.

The three-day event will take place March 25–27 at the Von Braun Center in Huntsville, just outside Redstone Arsenal and home to Army Materiel Command.

This year's theme is "Driving Continuous Transformation of Ready Combat Formations," with keynote speeches and panel discussions focused on the continued transformation of the Army as the force prepares for a complex future battlefield.

Faced with growing threats and quickly evolving technology, the Army is pushing harder and faster to transform the force for the future. This includes expanding the service's transforming in contact initiative, which puts new and emerging technology into soldiers' hands for testing and feedback.

The event will highlight capabilities outlined in the Army Modernization Strategy to drive trans-

formational change. Presentations and panel discussions with senior military and industry leaders will address critical points of research and development, acquisition and contracting, force sustainment, strategic divestiture and industry partnerships.

Leaders from Army Materiel Command, Army Futures Command and the office of the assistant Army secretary for acquisition, logistics and technology are scheduled to participate, along with leaders from other Army commands.

Additionally, throughout the three-day event, the Army will run the Warriors Corner, featuring presentations by Army leaders, from its booth in the Von Braun Center.

There also will be more than 200 exhibits, showcasing the latest innovations from industry and the Army. Click here to view the exhibit hall.

A full agenda will be available soon.

To register or for more information on Global Force, click here.

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Improve your financial, physical, social health in 2025

At the beginning of a new year, many of us will take the opportunity to make a fresh start.

Change is hard, whether it's a change you want to make or one that the military lifestyle requires, but understanding the "why" behind a change can make it more manageable.

Whether you've chosen to take the opportunity or duty calls, the Army offers many free benefits that can elevate your chances of success.

If you want to change your financial situation, consider a visit to your installation's Financial Readiness Program. The Army Financial Read-

Family Readiness

iness Program offers consumer advocacy services that include com-

prehensive educational and counseling programs. Through classroom training and individual counseling, participants can learn how to save and invest money, establish savings goals, eliminate debt and save for emergencies.

Additionally, all active-duty, National Guard and Reserve service members, family members and survivors are eligible to receive free fi-



Diane Hupko, left, Financial Readiness Program manager for U.S. Army Garrison Poland, speaks with a soldier about budgeting strategies during a Garrison Soldier Support Services event in Toruń, Poland. (U.S. ARMY/BETHANY HUFF)

nancial counseling. Learn more at the Office of Financial Readiness website.

MilTax software became available Jan. 15, backed by the Department of

Defense and made exclusively for the military community. You can complete your tax return with specialized software that accounts for the complexities of military life, connect with a tax professional and file federal and up to three state returns, all for free.

[Click here for more.](#)

If improving physical fitness and overall health is on your list of goals, look for free fitness centers and recreational activities on your installation. For nutritional assistance, your local commissary provides several programs to strengthen the nutrition and health of soldiers and families.

Perhaps making more community connections is on your list for 2025. The Pentagon has partnered with Armed Services YMCA to offer wonderful services and opportunities, especially geared toward young families, including free gyms, children's programs and hourly child care in some locations.

Your local AUSA chapter is another great way to get involved and connected within your community. Find your chapter [here](#).

Cindy Risch is AUSA's Family Readiness program manager.

Rotational deployments

From Page 1

brigade combat team in Germany or Poland would cut costs, reduce deployment tempo for troops and deter Russia while reassuring allies and partners in the region, Deni wrote.

"The time may be ripe to reconsider reliance on rotational deployments," he writes. "In an era when the size of the U.S. Army remains flat or is actually shrinking, forward stationing an Armored Brigade Combat Team in Europe means transferring an existing one from somewhere in the United States, not building a new one overseas."

[Read the full report here.](#)



Facilitators from the Army Tank-automotive and Armaments Command train personnel from the Polish military's 33rd Army Prepositioned Stocks Battalion on the M1A2 SEPv3 Abrams main battle tank at the Powidz APS-2 worksite in Poland. (U.S. ARMY/CPT. JAMES BATH)

Chapter honors outstanding NCOs, marks Guard birthday

Outstanding NCOs from all three Army components were honored recently during the 19th annual Sgt. John Ordway Leadership Awards ceremony hosted by the Association of the U.S. Army's Redstone-Huntsville chapter in Alabama.

Ordway, the award's namesake, played an important leadership role in the Lewis and Clark Expedition of 1803, exercising responsibilities such as issuing provisions, appointing guard duties and keeping records. The AUSA chapter created the awards program in 2005 to mark the expedition's 200th anniversary.

Redstone-Huntsville

NCOs "take initiative, they leverage experience, they take care of their people, and they coalesce a team around the mission. In short, they lead," said Maj. Gen. Scott Lynn, deputy Army surgeon general for mobilization, readiness and reserve affairs, as reported by the *Redstone Rocket*.

The Ordway Leadership Award recipient for the active component was Master Sgt. Antoine Echols, assigned to Army Contracting Command headquarters as the G-37 NCO in charge. Echols enlisted in 2007 and has served as a contracting NCO at Lackland Air Force Base in San Antonio and at the contingency contracting and administrative contracting office in Amman, Jordan.

For the National Guard, the award recipient was 1st Sgt. Chassidy Johnston of the 145th Chemical Biological Radiological and Nuclear Battalion. She has served for more than two decades in the Alabama Army National Guard and since 2022 has been critical to all efforts of the 31st Chemical Brigade.

Sgt. 1st Class Steven Giltner, the award recipient for the Army Reserve, has held a variety of leadership roles during his nearly 20 years of service, including assistant scout



Left to right, Sgt. 1st Class Steven Giltner, 1st Sgt. Chassidy Johnston and Master Sgt. Antoine Echols receive Sgt. John Ordway Leadership Awards, while Command Sgt. Maj. Jonathan Alred receives the President's Award during a ceremony hosted by AUSA's Redstone-Huntsville chapter in Alabama. (REDSTONE ROCKET/JONATHAN STINSON)

squad leader and platoon sergeant. He currently serves as first sergeant of the 375th Engineer Vertical Construction Company in Huntsville.

During the December event, the AUSA chapter also presented its President's Award to Command Sgt. Maj. Jonathan Alred of the Alabama National Guard's 142nd Military Police Brigade. Alred enlisted in 1989 and has served in many leadership and staff assignments. He has deployed in support of Operation Iraqi Freedom, the Southwest border mis-

sion and numerous Defense Support of Civil Authorities missions.

The event doubled as a celebration of the National Guard's 388th birthday, and in his remarks, Lynn emphasized that soldiers from the reserve components are "vital" to the nation's security, especially during large-scale combat operations. "A warrior culture, servant leadership and the resulting will to fight absolutely requires engaged, professional and competent NCOs," he said, according to the *Redstone Rocket*.

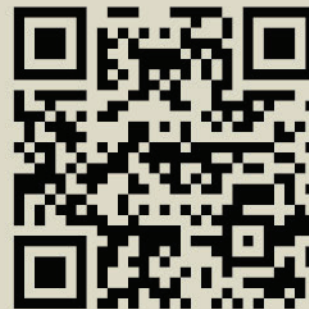


Cutting a cake celebrating the National Guard's 388th birthday are, from left to right, Marc Jacobson, president of AUSA's Redstone-Huntsville chapter; Maj. Thomas Hunt and Staff Sgt. Ryan Berry, the oldest and youngest soldiers present; Maj. Gen. Scott Lynn, deputy Army surgeon general for mobilization, readiness and reserve affairs; and Rhonda Sutton, AUSA's Third Region president. (REDSTONE ROCKET/JONATHAN STINSON)



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