

**General Gustave F. Perna
U.S. Army Materiel Command**

Defense Writers Group

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DWG: Welcome everyone to Defense Writers Group breakfast. Welcome to our honored guest, a four star General Gus Perna, Commander in charge of materiel for the U.S. Army.

General Perna: And a couple of other things these days.

DWG: What else are you doing?

General Perna: Installations is keeping me a little busy. It's all good, though.

DWG: You have a rather large set of responsibilities.

General Perna: I'm excited about it, too. It keeps me going every day.

DWG: We're delighted to have you here. As usual, I'll ask the first question and then a number of people have signaled their interest in asking questions. We'll go through those. If we have time for a second round, we'll do that. We have exactly until 9 o'clock, the I know you have to be elsewhere after that. Why don't I start by asking you, General, about an exercise, a division scale exercise I understand is upcoming, Defender Europe in April/May.

General Perna: Right.

DWG: What lessons do you hope to learn from the exercise in terms of materiel? Are there particular areas that you're watching closely because you think there may be adjustments that might be needed but you want to find out from the exercise. Tell us a little bit about how that looks from your command's point of view.

General Perna: I am incredibly excited about what we're about to do here. Not only, your reference was to Defender 2020 in Europe, but every other year we're going to do Europe then the Pacific. So Europe will be the first one. Then the Pacific. Then we'll put ourselves on a rhythm to do these.

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I think they're training events. What it is, it's our ability to see ourselves. The events over in Europe or in the Pacific will allow us to see ourselves at all three levels -- tactical, operational, strategic. It will reinforce where we think we are tactically as far as material readiness. Can we mobilize ourselves out of the barracks and the motor pools, move to the ports and the airfields, and then strategically project ourselves to some place across the ocean? Simply said, we would prefer all of our engagements to be somewhere else, right? Not in the States. And our strength is our ability to project the force there.

So we'll be able to validate at different levels and see ourselves. Of course once we get there, then we have to receive ourselves, and then make sure that we can put our combat capabilities together and then project it inside of the battlefield where once again I'll be monitoring to make sure we can sustain from our great industrial base here in the States, project it forward, keep things where they need to be, ensure that our equipment operates on the battlefield, so we have the systems in place, the routines in place, the trained soldiers to do the job.

So for me this is just incredibly special and I'm very excited about it. In fact I head over to visit with General Cavoli in a couple of weeks. He's going to lay this all out for me. I'm excited about where we're going to go.

DWG: Do you think that the prepositioned materiel is adequate for the task that it might face?

General Perna: I do, 100 percent. I think we've talked about this before and several of you have asked me about this. I'm responsible for maintaining the Army prepositioned stock. It's placed around the world in specific positions as designated by the Secretary of Defense and the Chairman. And then we utilize this equipment to do two things. To rapidly deploy to, and draw, and engage as directed. And we also position it so that those who are always watching us know that we are ready. That we have capabilities around the world and it's a matter of just getting on a plane and drawing that equipment. So rapid response to something.

I think this was just recently highlighted with events that we had to bolster capability in CENTCOM when the 82nd went over.

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Went over and drew APS and were able to do their mission. I see similar capabilities in Europe and in the Pacific, in particular Korea right now, but we're already working on ways to expand APS out in the Pacific.

DWG: Thank you. Ellen Milheizer of Synopsis.

DWG: The Army moves medical materiel logistics every two years because of demand. Just a question about that. First, are y'all making any plans to actually transition that over to the Defense Health Agency? Also, are you enhancing that in any way in response to the Corona Virus?

General Perna: Army Medical Logistics Command is the logistics and maintenance capability for the medical force. It's Class 8 and it's the medical equipment. So that has come underneath my responsibility.

I do not see that moving over to DHA. I believe it's an Army Title 10 requirement to maintain this capability so that's how we're moving forward with that.

With your second part of your question, I believe there's some great gains in bringing this capability underneath Army Materiel Command. My core competency in the command is logistics and sustainment, and now we'll be able to synchronize and integrate capabilities from the strategic to the tactical level in moving Class 8 from the industrial base through to the battlefield as well as making sure that we maximize all of our capabilities to do so. We shouldn't have separate lines of communication develop just because Class 8 was at one time managed solely by the medical community.

Now we synchronize and integrate all this capability together. We ensure that what is needed on the battlefield is there. We ensure that the industrial base is capable of supporting it. And then most importantly we ensure that we have the transportation to get it to where it needs to be.

I just would caveat this with one comment. There's been a lot of great work by the medical community with medical supplies. It's not about what they weren't doing. It's about what can we do better now that we're bringing the two capabilities together. Their passion for saving lives and then our core competence of executing logistics and sustainment. That coming together is the

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beauty of this command underneath Army Materiel Command.

DWG: She mentioned Corona Virus. I wonder if --

General Perna: Did she mention it? I didn't hear that.
[Laughter].

DWG: I'm just wondering, is that on your radar screen in any way? Has that affected your work at all?

General Perna: Besides I'm staying abreast and I'm getting the daily updates that are coming in through DoD to the departments. I'm monitoring it. I'm executing mission analysis in accordance with planning guidance. But other than that I'm not doing anything.

DWG: Matthews Cox, Military.com.

DWG: Good morning. You mentioned how you recently bolstered CENTCOM when the Ready Brigade, the 82nd deployed. This doesn't happen very often. It's planned for, trained for, but can you talk about what you guys did to bolster it, and did you, you know, even though you fully prepared for it, did anything come up and go you know, maybe we could, this is an issue here that we could tweak, or maybe this could have gone better? Could you talk a little bit about that?

General Perna: General McKenzie, CENTCOM Commander, did his assessment and made his recommendations to the President, and in his recommendations he needed forces and capability. Given that guidance, the Army executed accordingly.

What was powerful for the Army, and I can only speak for the Army in our execution -- well, I really can't speak for the Army. I can speak for the logistics and sustainment. Course correction. Was that we have been exercising now for over three years as our Chief has talked about strategic readiness through power projection. So about four years ago we were somewhere in the single digit numbers of operationally deploying forces on ships and planes. It hadn't been until, when I go to PCC I talk -- Pre-Command Course -- I ask students when was the last time we deployed to war? I get a lot of answers. Never the right one, quite frankly. Then I coach them to 2003. 2003 was the last time we emptied barracks and motor pools, got on trains and planes and ships and showed up in Kuwait and integrated. That

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was the last time.

When General Milley came in, General Milley gave us guidance that we were going to train and exercise operational deployments, and over the last three years we've averaged around 80 brigade operational deployments a year. So sent in a brigade capability someplace.

DWG: Is that [EDRIS]?

General Perna: No, not specifically [EDRIS], right? [EDRIS] are a step up from normal. If you were going to the National Training Center, it was an operational deployment. If you were going to Europe or Korea in a rotation, it was an operational deployment. It was not admin. You were bringing things out of motor pools, you were tying things on rails, you had to figure out how to load ships, et cetera. [EDRIS] were an elevation in that. No notice, right? Which helped illuminate everything. So over the last three years, an average of 80 brigade operational deployments have made us significantly better at power projection. Not only in execution, from the leader down to the soldier standpoint, but in seeing ourselves with infrastructure, motor pool capacities, railhead capacities, airhead capacities, port capacities. And then how do we manage, synchronize, integrate and control those deployments? Right? From what our new doctrine, multi-domain, or not doctrine yet. Concept. Multi-domain operation concept depicts this as a strategic support area. Who commands and controls? Who synchronizes and integrates? Who ensures that the capability is able to get where it needs to be?

What's the next big step after we deploy the force someplace? We've got to regenerate the force. And the next echelon of the force would come in and do things. So FORSCOM would be busy. Does that make sense to you?

DWG: Yeah.

General Perna: So I talked a lot, I apologize. I think we've been training and preparing because of great leader vision and we're really good at it and we're getting better every day.

DWG: Gina Capilaro, Army Magazine.

DWG: Great segue to my question.

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You've been in the Army for ten minutes. It's been a long time since there's been a big deployment like the one that's coming up, Defender Europe '20. So what is it about Europe today that's different? But more importantly, needs to be relearned or learned by the Army by a whole new generation of soldiers and leaders in the Army, of a civilian base in Europe in all these different countries that were all Eastern Bloc countries before now. Railheads need to be learned.

So there's a lot that's known, but can you kind of say like what some of those, I wouldn't call them challenges, but maybe new things that, new sorts of leaders have to be learning.

General Perna: A reference point of course that all of us can remember if we watched at least one war movie is that the forces land at Normandy and then we traversed Europe with great courage and loss of life. But there was no constraints on where we could travel, how we could travel, and the way we could maneuver to defeat the enemy.

Currently, right now with the structure of individual countries and all their individual rules, regulations and/or authorities, the administrative burden of traversing the country is probably the greatest challenge.

Just going from country A to country B requires clearances. Rails are not the same. Administrative, individual administrative for soldiers are different requirements. There's different hazard requirements. Carrying fuel, et cetera.

So right now the biggest challenge is the burden of that. We've been working on this now for about three or four years. We've learned a lot. We have defined the requirements and we know them very well. It doesn't mean that we have to, or we can get around the bureaucracy. We just have to figure out how to enhance our capability to do that.

Gina, you know if we were to go to war, there's a sense that the continent would come together and that all those burdens would be eliminated. You never know, though. So we have to work through this process. This is what's really going to be highlighted. It has been highlighted in the last four years of rotations but now we're going to put it all together in a single maneuver capability which I think will be powerful.

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DWG: And a new force will be going. I mean you don't have the muscle memory of people like you who have been there.

General Perna: Great point. Everybody knows we used to have quite a force stationed over there. That force has since been, quite frankly, removed significantly. Minus a headquarters, USAREUR Headquarters, the TSC, the Theater Support Command's over there and then some individual units. But that's why we've been rotating brigades over there for a while. This will be a larger divisionesque capability that will maneuver across the continent. So a lot of lessons to be learned, but I think it will be good. But you're right. We used to know, I was never stationed there but I've been there many times, but I've heard the war stories. Hey, the alarm would go off at 2 o'clock, I got dressed, I got in my vehicle and I went to Point X. We knew exactly where we were going, right? But those days don't exist anymore. We've got to get there.

DWG: Jess Brinkelle of [inaudible]

DWG: Earlier this year Secretary McCarthy said the Army Materiel Command would be a part of the readiness priority for [Inaudible] 21. How is the service balancing that out with modernization and what do you think they need to focus on so readiness doesn't get overlooked?

General Perna: I don't think it will get overlooked. I think my guidance from the Secretary and the Chief is clear. It's readiness, it's modernization, it's reform. And the Chief has wrapped a very tight bow around it, just for everybody.,

I am responsible to enable readiness and I do that through installation readiness first, right? Do we have the right capabilities to make sure our soldiers, their families, as well as the Department of Defense civilians working there are secure and have quality of life capabilities, right? That's number one.

Number two, I have to make sure that all the power projection capabilities are ready and are integrated and synchronized, right?

Third, I am a supporting command to General Garrett in FORSCOM to ensure that all the tactical capabilities for readiness are maintained. The supply chain, mechanics, working with TRADOC and

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General Funk are trained the right way, we have the right test equipment, we have the right logistics equipment.

So I have a clear path in my responsibilities in supporting readiness. I think modernization, I play a big role in. I team with Mike Murray who I believe is responsible for the modernization of our force as well as for Dr. Jette, our Acquisition Executive, right? And I work with them to ensure that the equipment we're bringing in is sustainable, it's reliable, and that we have the right training, special tools, supply chain to support that.

I don't think it's something that's pulling at me as far as if I don't do this I can't do this. Or if I do that I won't be able to do this. I think it's something that leaders have to see themselves and I think there will be tough choices about what do we spend our money on.

But the Chief and Secretary have been clear. Readiness first. The Army will be ready. But if we don't figure out what to modernize so that we can move into the future then it might not matter how ready we are. So it's working the two together.

I know that was a great cheerleading presentation by me in support of the Secretary and the Chief's priorities. But truth in lending, I personally think we're trying to drive a wedge into these priorities and I think they're mutually supporting. We've got to be ready first, but if we want to be ready in the future we better modernize. I just think if we see ourselves and we hold ourselves accountable and we don't over-engineer modernization, we're selective and hold ourselves accountable to putting things on the battlefield that are needed to defeat the enemy, with an understanding that they are every day trying to out-modernize us. They're not constrained by our rules and regulations and laws. We better focus on it.

And just for the record, I am a huge advocate of what the Army did with Army Futures Command. I think it was one of the great strategic decisions of my tenure, ten minutes in the Army. I think it's going to have ramifications that we have no idea yet, and I believe the benefit will be my three granddaughters and beyond. Everybody wants a quick win. Oh, we stood up the command, where's the win? Well, we're doing a lot, but they weren't designed for the quick win. They're designed to make sure that we can modernize our force for the future requirements.

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That's what they're designed for. I'm a huge advocate for it. I was a guy at the table voting yes. And every day I work hard to figure out how to support General Murray and what he's doing. Just for the record.

DWG: Sidney Friedburg.

DWG: Let me ask, you talked about strategic readiness and getting things deployed from a strategic support area. It's hard enough when you're dealing with German, you know, [inaudible] regulations and the [material division] of railroads out of Fort Benning, packing on ships. And that's without the adversary actually trying to stop us.

But I think we're increasingly aware that with cyber warfare, disinformation, possibly some form of proxy attack, infrastructure sabotage, that there are a host of ways an adversary actually can throw wrenches in that deployment, A; and B, they might be doing this, as you said before, there's an obvious conflict that gets everyone in Europe and elsewhere on board, and we're doing it in a gray zone where we're trying to deploy to a crisis to deter and we flipped all the legal [authority] into war mode.

So how is AMC working with Army Cyber and other parts of the service to figure out how to deal with this active threat to our deployability?

General Perna: Great question.

If you haven't, I know the Army will be glad to come talk to you about multi-domain operations concept so you get all the nuances of that. But simply said, words matter. It's our ability to fight the enemy on multi-domains. And you alluded to a couple. It's about us projecting ourselves, sea and air. It's about security of our installations. It's about cyber. But it's all the domains. So the first step was seeing ourselves and understanding that we needed to transform our doctrine and multi-domain operation concept is number one. It will translate into our doctrine here very soon.

That's about seeing ourselves and understanding that we may or may not have the freedom of maneuver that we, the luxury that we had when we went into Iraq in 2003 and Afghanistan in 2001. This ability to kind of just say we're going to want to do things and

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deploy and kind of massage and land in Kuwait and get ourselves organized and then, you know, quite frankly, we're the ones that hit the starter button, right? Based on the circumstances.

A situation in Europe and/or the Pacific may or may not call for the immediacy of power projection. So in that light, in that situation what do we need to have first? We need to have the foundation, that multi-domain operations concepts going to provide us. Then we need to be able to execute. We need to be able to do the blocking and tackling of our business. We need to be good at our mission. We need to be trained and ready to do our mission. We need to be good at maintenance, supply and administration, right? And they need to be our core competencies.

And when we are able to do those, like we're demonstrating today, then we can do things like project ourselves as demonstrated a few weeks ago. We can go from barracks and motor pools with our equipment 100 percent ready to go, with our soldiers 100 percent ready to go, we can synchronize and integrate that capability and deploy it into operation right away.

So you ask how is AMC involved in this big picture? Well, I believe that my responsibility as the Army Materiel Command Commander is responsible for the strategic support area. I am the commander responsible to synchronize and integrate the capabilities from installations through our airfields, our ports, over to the receiving ports and then integration of the force into the fight.

So it's the one commander responsible that gets to synchronize and integrate. So the supporting capabilities are briefing me.

We didn't move IMCOM underneath Army Materiel Command because we woke up one day and said oh, wouldn't it be nice if they had a four star general in charge of them? It was a well thought out concept that was a course of action presented underneath multi-domain operations concept. Right? Now you see the connectivity.

Army Medical Logistics Command. We didn't wake up one day and just say oh, they need to move out of what they were doing and let's move them over, right? We didn't wake up one day and say let's move Finance Command over to Army Materiel Command. These were well thought out courses of action to take capability and put it under a commander who will synchronize and integrate those

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capabilities to achieve, to see ourselves and to be able to execute in multi-domain operations.

And to your question, I believe it starts with our ability to protect and care for our soldiers and families on installations, project them, and then sustain them on the fight. Army Materiel Command in its simplest terms.

Then we have enabling roles, as I mentioned earlier. You know, General Funk at TRADOC is working people. The recruiting, the education, the professional development of the force. So we're ING to him. General [Gerre] is responsible for the tactical readiness, making sure that all the forces from soldier to squad leader to platoon leader to company commander, battalion commander have everything they need to execute their mission, so we're enabling that.

So it is the team of teams that's going to make sure that we can meet the COCOM Commander's requirements.

DWG: And if somebody is actively trying to hack or sabotage the infrastructure as part of a global, below the threshold kind of campaign?

General Perna: If you were the enemy you're looking for vulnerabilities against your opponent. Cyber is something that nobody in this room thought about coming out of college. Maybe, I guess maybe one of you guys are brilliant. I was still working with the abacus my father made me learn. So nobody saw it years ago, but now it's clearly a domain that we need to face. We need to see ourselves, we need to see our capabilities both offensively and defensively, and we need to know what the enemy's doing and then we need to apply the resources to protect ourselves and defeat the enemy accordingly. Because they're looking for our vulnerability, whether it's having the best equipment on the battlefield or trying to keep us from even leaving the United States. So my responsibility is to synchronize and integrate the capability to make sure that we are successful in taking care of our soldiers, protecting our force, and sustaining that capability once they're projected. Cyber is clearly a weapon that's going to be used against us.

DWG: Scott [Machoney].

DWG: Do you mind giving an update on the housing situation,

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especially, I know you set up the initial thing to outline the extra staff. What's been going on since then? It's been about a year now.

General Perna: So almost, quite frankly, a year. You know, February 14th, this time last year, the Army had already decided that Army Materiel Command was going to take over installations as I talked about earlier as a part of multi-domain operations. But as the crisis came about, we quickly ascended on the problem as the commander responsible, right? So as I've already alluded to, I think it was the right step for us to do for many reasons. But what it's really been able to do at the heart of the situation is apply four star capability against this problem.

So just a reminder, I know everybody in the room knows this, but when we were alerted to the crisis our Secretary, Dr. Esper at the time, and our Chief, General Milley, stood up in front of everybody and accepted 100 percent responsibility. There was no finger-pointing, there were no distractions, they said we're in charge, we're responsible, we're going to take care of this.

Since then Secretary McCarthy and our Chief 40 General McConville, have also said we are responsible and we are going to fix this. We're going to move forward and solve the problem. We're not chasing symptoms. We're not eliminating headlines. We're not ducking congressionals. We are going to engage head on and that's what we're doing.

So what we did was we operationalized our approach. You alluded to it, right? First we had to see ourselves. We created a common operating picture. I can see every installation in the United States Army. Not just the ones where RCI partners live, but in Europe and in the Pacific. I can see every installation. I know every piece of infrastructure on that installation. I know the security status. I know the commanders that are in charge. I know work orders that are being done in houses. I know the status of everything in the infrastructure world because we need to work on three things. The Chief has been clear.

Quality of life for our soldiers and our families. We're going to be engaged in improving our homes and our barracks. We are going to enable and support our spouses through employment initiatives. We're going to increase our capability to do child development centers so they have secure places to put their children while they're serving their country working. Then we

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are going to make sure that there's a smooth transition for soldiers and families from one installation to another. All that we're taking on, number one, quality of life.

Number two, the RCI partner situation and how were we working through that. We did town halls, 100 percent inspections of all homes. We're doing between occupancy moves 100 percent inspections. 100 percent inspections of all life, health and safety work orders. We're doing 5 percent of all other work orders. We increased the quality assurance inspectors to 114 additional people. I work monthly phone calls with RCI partners, not their subordinates, the CEOs, the people in charge. And I talk to them about what needs to be done. We have not arrested the situation that got this started, but we are gaining ground every day with our number one focus, the quality of houses and the safety of our soldiers and their families. That's our number one responsibility. That's what's driving us.

So when you do it like that, when you have purpose, then everything left of that starts to fall into place. Because we're not making efficiency decisions. We're making solve the problem decisions. That's what I've been empowered to do by the Secretary and the Chief.

Now we're onto what I call the next phase. As we still maintain our visualization and execution at the individual houses with families, now we're, I just recently held a conference, it was three days. It was about two weeks ago. I brought every garrison commander either into my headquarters or through VTC. They were joined with senior commanders, the two-star generals in charge of the installations. And then every RCI partner, we have seven, came in and what we did is we defined what we want our installations to look like with their housing, with the RCI housing. Once we defined it then we came back to today and we defined what does it look like today. How many houses are brand new? How many houses have been modernized? And how many houses need work? It's about a one-third, one-third, one-third. 87,000 homes, about one-third, 35,000 are brand new; about 27,000 have been modernized; and we have about another 25,000 that we really want to either get rid of, modernize, or add to that portfolio.

So we laid all that out. Now we're going to break it into chunks of five years. It's really nice for me to say I want Emerald City at the end, but you've got to put a plan together to get there. And so now we're putting that plan together. I was in

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the Secretary and the Chief's office yesterday briefing them on that plan, on how we are going to monitor execution, accountability of care for families, but then also modernizing our communities.

And not only just housing, but the Secretary and the Chief have visions to really bring our installations into the modern era. How do we integrate with the local communities? Because 70 percent of our force lives off post. So what we want to do is really partner with our communities and enable what they'll bring to us, right? You know, maybe the multi-plex movie theater that sits right at the corner of an installation like Fort Bliss, where the local community has access and the military has access and we both benefit from this great capability. We want to partner to that end, right? We want to bring --

Up in Wainwright, we're in a time where why can't we have a water park up in Wainwright? Why can't it be an indoor water park? It can be done. It can physically be done. So why not partner with the state of Alaska, with our partners, and with the Army and bring this capability to our soldiers?

At the end of the day, the closest one up, our vision is that every installation is the number one choice of soldiers and families. Right? When they get their orders they say yeah, I want to go to Fort Polk. I want to go to Fort Irwin. I want to go to Wainwright. I've heard nothing but great things about that installation. Right? The houses are great, the community support is great, the extracurricular capabilities are great. And oh by the way, it is a great place to train, and I feel secure. Right? Number one choice. That's what's driving us.

DWG: You said that you're breaking up into five-year chunks. What does that necessarily mean? How does that --

General Perna: That's just for me because I'm not a very smart person so I have to kind of create building blocks to get to the end state. People who have big hand waves that define end state and then don't sit down and figure out how to move the ball, it's like being on the football field. Every once in a while somebody throws a fluke pass and it ends up in the end zone from 99 yards. Reality is, that doesn't happen much.

So my goal is to keep going, hand off the ball, go ten yards, ten yards, ten yards, and get to my end state.

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So the five year plan is because I'm the commander and I'm not very smart and I'm trying to see myself, and I think if I can get a defined end state and then define the chunks that are needed, that way we have score cards. So it's not all about Perna's personality. Whoever takes my place can pick it up and say oh yeah, here's where we're supposed to be, here's where we're supposed to be in five years, okay I know where to go. So it doesn't die with Perna or with McConville or McCarthy. It is something that our Army is driving to solve, if that makes sense.

DWG: Does it go like geographically or is it just, we would like to have this many --

General Perna: No, all my installations simultaneously. We're taking them all, and every one is going to get improved incrementally as we go, based on where they're at now.

Some, quite frankly, are better off than others. And better off in different areas. Some just had strong partners who came in and did some big things early on. Some, we had partners that they did the best they could but it wasn't the best potential, so we're working to enable that and prioritize their effort. Does that make sense?

To this point I'll just tell you I'm working two big pilots. First, I call it the big three. Enhancing quality of life at Wainwright in Alaska; at Fort Irwin in California; and Fort Polk in Louisiana. Why? Because quite frankly, Wainwright is an austere environment. Irwin and Polk austere, but also it's where we do all of our BCT training. We send our best leaders at all levels to go train our BCTs and then they're in these installations in the desert and in places where they don't have a lot of quality of life stuff.

So we've initiated a pilot. We're driving, we're bringing communities in. We're working with communities not only in bringing in facilities and capabilities but education outside of the gate and inside of the gate, how do we partner. And then how do we work their homes. So we're driving on that. They're kind of our pilots. I figure if we can get those right we can get them all right.

The second pilot we're working on at Fort Bliss where the Sergeant Majors Academy is; Fort Leavenworth where our Majors go

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to Command and General Staff College; and Carlisle Barracks where our Colonels go to Senior Service College. Give or take we have a thousand leaders that rotate in and out of there every year. So what are we doing? We're breaking some dishes, we're changing our philosophy about bringing these future leaders of our Army in.

So we're taking charge. We're leading. So now we're cutting orders, 120-180 days out so everybody knows where they're going. We're telling them you can't report until this day so that we can synchronize and integrate their household goods. We can make sure their houses are available when they get there. We can make sure their houses are clean and there's no work orders required on them. The day they show up they sign for a house, they already have their address. Household goods show up right behind them, like in a movie, right? Car shows up, and a truck shows up. Right? Families move in. And what have we got? Sergeant Majors, Majors and Colonels who will be running our Army from the inside out can settle in, enjoy their family time, and learn and be educated without worrying about the house and work orders and blah, blah, blah. Where's my household goods? And why do I got to stay in a hotel for three weeks? You know.

Because our excuse was, it's a thousand people, it's too hard. We've said bull crap, we can figure this out. We're the Army. So we're leading our way through that pilot.

If we can do that, then why can't we do it for our entire Army?

We are, and the Chief has been clear about this just for point of reference, we rotate ourselves in the summer. Why do we do that? Families. We already are moving our kids from school to school to school. Why would we start rotating people to ease this burden to make it easy on ourselves, rotate them in January? Make it hard on the kids. Come on. Anybody here had to change high schools? My two sons each went to three different high schools. Let me tell you, that was not an easy task. That was hard government work. Girlfriends, sports, that was not an easy task. It puts stress on families.

So the Chief told us, we are going to continue to maintain summer transitions. He is not going to change the math formula to make it easy on us. His number one priority is families. He told us to figure it out. We're figuring it out to that end.

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I know that's way more than you wanted.

DWG: Has there been any consideration in looking at the condition of moving single soldiers during the non-summertime to take some of the pressure --

General Perna: We're doing some of that. There's other nuances that are happening, and we're working through that. The Chief also has a team working on extending, you know, why do we need to move people from Fort Hood to Fort Carson to do the same thing? If you're a mechanic, if you're an infantryman, it's the same task. Fort Hood, Fort Carson. So why are we in such a hurry to move them every three years?

So the Chief is spreading that time out so families are spending more time in locations where they can -- there is something to be gained about moving. Going from Fort Hood, Texas where the 1st Cav is to Fort Bragg where the 82nd is. You learn a lot. And it's part of what I always enjoyed about the Army. But we've got to think about the impacts of families, more and more -- not more and more. I mean spouses have been working for quite a while now. We've got to help with their transitions. It's one of the Chief's priorities. So how do we enable that?

So yes, the answer to your quick question is yes, we are working on that.

DWG: Connie Lee.

DWG: I just have a quick point of clarification. Those two pilots, when did they start and how long are they lasting?

General Perna: We're in them right now. I'm taking updates on each of them monthly if not biweekly and we hope, we know that the little three, the PCS one to the schools will be this summer, will be execution. I want to start breaking ground at the installations for the big three by this summer but I have different physics that I'm working through if that makes sense.

DWG: Connie Lee, then Jen Johnson.

DWG: I wanted to ask about the new Cyber Security [inaudible] and whether or not you think that's going to affect the Army supply chain. And if you feel confident that [inaudible].

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General Perna: I'm going to half punt on you and then I'm going to tell you what I think about it. I don't know. We pay some great commanders that are working on that for us. General Nakasone and General Fogarty are leading us. We had a division that we needed to stand up commands to do this. And these two great generals and their great teams are breaking paradigms all the time when it comes to this. But I am not the commander to give you a fair response to that question.

With that said, I do spend a lot of time thinking about the impacts of the supply chain, the impacts to commercial transportation whether it be air or sea, to the impacts of installation capability, whether that's defined as our ports, our airfields or the installations in its purest forms.

So we are working initiatives as I alluded to earlier. We have to see ourselves, understand our capabilities. Then we have to figure out what is our strategy. Is our strategy offensive or defensive as a commander? So I have a team that works that for me, and truthfully, we're doing a little bit of both because me personally, I learn something new every day. We don't know what we don't know. And so to use a football vernacular, I'm in zone, I'm executing zone offense and zone defense. I'm trying to cover the whole spectrum knowing that it is significantly bigger than my capability and I'm just trying to out-maneuver the enemy to the best I can with coaching from General Nakasone and General Fogarty. And those two great leaders, I hope they never retire. Just for the record.

DWG: Jen.

DWG: I wanted to ask about my favorite subject again. Defender Europe and Defender Pacific. I know that Defender Europe really has already started. In a sense you're already moving troops and equipment. Can you talk about where you are in the process? I know it's early, but if anything has come up in terms of lessons learned or challenges that you've encountered in this process since this is sort of the first time you've done it at this --

General Perna: Yeah.

DWG: The second question, you mentioned that you're looking to expand APS in the Pacific. How would you characterize that? Is there anything you know that we need that we don't necessarily have yet in the Pacific? Or is this something that it's still

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got to play out in terms of maybe this year, if you look at Defender Pacific.

General Perna: First question first, and then I'll come around to APS.

So just a reminder in the room, I know many of you realize this, but we've done these exercises in Europe. They used to be called Reforger. We used to execute maybe not to the scale that we're going to do now, but we're better now than we were with our capabilities. So this is not something that we don't have good reflection on. Just as a starting point.

Number two, this is a training event. This is not the balloons have gone up and we're deploying. So we've been thinking about this and planning for it for I would tell you over a year. Leaders have been involved, mission analysis, courses of action development, courses of action decisions, execution orders going out, et cetera. Rehearsals. We've done numerous rehearsals at different levels to see ourselves and make adjustments. And now we're beginning to ramp ourselves up and execute it.

We have training objectives at all three levels, tactical, operational, strategic. There will be benefits.

The Chief will learn things at the strategic level that will be beneficial to the Army. I'll learn things at the strategic and operational level. General Cavoli will learn things at the tactical, operational, strategic level. And then we'll integrate all those.

So this is a training event. Training is about learning. Training is about seeing where we are and about learning to where we need to go because we don't want to learn when the balloon goes up.

Here's what I will tell you that has changed significantly as I alluded to earlier. If 2003 was the last time we did the deployment type thing, I would argue it was the last time we really mobilized and deployed to execute largescale combat operations. The war has required a significant amount of courage, leader ingenuity, soldier innovation, and just courage that is boundless. But it's been COIN capability. Right?

Now we're flipping, we still have to do COIN but Europe, the

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Pacific is going to be about large-scale combat operations. That is a different type of mobilization, deployment, and then execution. It takes a different skill set, leadership, all the way down through soldier and equipment to do so. I think this is what's going to be great.

Now General Miley already had us started on this track, so to your point, Defender '20 is on a chart, but we've been working to this for over three years. We've been putting pieces together to execute. We didn't just come up with a good idea, put it on a chart and now we're doing it. We're leading our way through this.

So we've gained a lot of skills at the tactical, operational and strategic level. Now we're putting them together and it will help us see ourselves and just be better at the end.

Quickly to your question about the Pacific and APS. To my latter point, our ability, the greatest vulnerability or maybe constraint out in the Pacific, not to get too dramatic, is the tyranny of distance. We have to be able to synchronize, integrate capability and capacity from our industrial base through the Pacific to wherever the fight's going to be. That is not going to be an easy task. That was manifested in World War II but I would argue not since then has it really been executed at that scale. Who knows what's coming our way in the Pacific?

So in order to really see ourselves and understand that dynamic, how do you start getting ahead of that? APS is a way to get ahead of that. How do we do that? It's building partnership with countries that we're putting this capability in, right? It's hey, we're here, we're with you, we're contributing, we're going to put facilities here. Right? We want to hire local nationals, your citizens, to help support us. Right? We want to bolster and we want to partner to this end. We want to demonstrate to our combined enemies that we're going to do this together and we're committed together to this. We want to show our enemies that this capability, oh, yeah, look what we've got here. We're not going to sit around and wait for you to start. We're going to be ready when you start. Right?

Then we're going to be able to, once we get it there, the key to your first question, then we get to start training with it. We actually practice the mobilization of how do we maneuver that Army prepositioned stocks, whether it's a BCT, a division

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headquarters, a sustainment brigade, anti-defense capability, communications capability. It's not just put in a warehouse and high-five ourselves. It's get it there, make sure it's ready for combat, and then exercise it and demonstrate that we can maneuver it around the Pacific. That's what will be key. So it's about building partnership with the countries that are with us. It's about demonstrating to our potential enemies that we are serious. And it's about getting ourselves ready to execute when the time comes. That's what this is all about.

DWG: Do you know at this point how many different APS locations, how many --

General Perna: That's all being worked. General LaCamera, the USARPAC Commander out there. The groundwork is being set by General Brown. Now General LaCamera is taking command. He is working through his strategy in combination, of course, with support of the COCOM Commander out there. And then they'll come back and brief courses of action to the Secretary and the Chief, and then they will decide and we will execute as directed.

DWG: Matthew, and then Dmitry.

DWG: I wanted to ask about 3D printing. Are there any updates in terms of how far along that's coming in terms of being a viable capability? And then I believe there's a new additive manufacturing center, Rock Island. So any updates in terms of building that capacity and how that's coming along in terms of training and getting people up to speed on 3D printing?

General Perna: I'm very, very excited. I'm glad you asked this question.

First of all, I've been blessed that my father was a teacher and superintendent of schools and quite frankly did a lot of reading. What I haven't been so blessed about is what I've been reading lately. I've been reading a lot about additive manufacturing, 3D, subtractive manufacturing. I'm learning way too much stuff, and quite frankly I'm in awe of the capability but personally, I'm mightily interested in reading. But I'm learning something every day.

I would tell you that three years ago when I started on this adventure, I would tell you that industry was way ahead of us. I was enamored by what industry was doing and I thought we'd never

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catch up. I believe, my personal opinion, is that the United States Army, based on support from Army senior leaders, has caught up. That's because they told me it was a priority to them, and then they supported me with funding.

I came in with the concept on how we were to do it. I wasn't directed. I gave them a recommendation. They approved my concept and now we're executing it. The concept is simple. It is about creating a capability at Rock Island, Illinois, which I would tell you is the foundation of the 26 depots, arsenals and plants that I'm responsible for, and that it is one of the original arsenals that ever existed, right? It's a great work force, artisan work force up there and I knew that work force could adapt. They could go from the industrial age into the information age. This is what this is. This work force is adapting.

We have put capability up there. I have spent a lot of money to put capability up there so that it is my hub. All things mecca. Added manufacturing, but subtractive, 3D printing are there. Right? And that's my foundation.

Now what I'm doing is we're expanding that capability into the remaining 25 depots, arsenals and plants. In other words, we're putting capability there, but it is limited to connection. I want the foundation of the work to be done at Rock Island and then I want some limited, wrong word. I want the selective work to be done in the depots, arsenals and plants to support our rebuild of our fleet.

Then the next, so we've got ink spots there. We're not there yet. We're working on that.

Then we're going to put out in our divisions capability, and we're going to determine what that is because I'm constrained. I have to be able to move the equipment and I have to be able to power the equipment. I have to be able to plug it into something, right? But I have to be able to move it is key.

So I just can't put a plethora of machines out there. I've got to get the right machines. So I want machines out there that can fix what we call readiness drivers. Things that break down a lot. So it can be done forward.

So home base, Rock Island, Illinois with a great work force,

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artisan work force that's converting into the information age. The first chain is our depots, arsenals and plants. And then down to our divisions where it will be at the tactical level.

So that's the concept. What do we have?

We have a policy given to me by Dr. Jette, the Assistant Secretary for Acquisition, Logistics and Technology. We have an Executive Order being developed to support execution as I just defined. We've already purchased the equipment that we're putting into Rock Island. But I see many more pieces of capability going in there. I renovated a whole warehouse up there with the vision that some day not just a quarter of it but the whole thing will be filled, and I welcome anybody who wants to come visit me up there.

Then we've already purchased for our depots, arsenals and plants selectively, and we're doing limited testing at the division level.

Now I've already improved some parts. Not I, the great work force. We're already improving readiness because of this capability. Right now. Today. There's things moving as we speak.

The one missing piece I have that I'm working on right now, and I'm out visiting with universities, quite frankly, because I think they have the intellectual capability to help me get to the next level, is how do I create the digital thread to connect the home base to the depots, arsenals and plants to the divisions? What I need is, no matter where you're sitting, you just pivot your chair. You say I need stock number X and what pops up? Three-dimensional drawings, approval to use them because the engineers said yeah. All right? They hit the green button and it goes right to the machine and it starts printing. That's the whole of my swing. We are man handling what I briefed to you. We're managing it on homemade spreadsheets right now. We're executing authorized engineered drawings because I would never put a soldier at risk. Right? But we are man handling the process. I need the process to be elevated into the information age. So we have the capability but not the process. Does that make sense?

But we're already printing, we're already doing some -- I mean I'm shocked to see some of these things coming off the net.

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Powerful.

DWG: Which divisions?

General Perna: All of them right now have authorization to go buy things but we haven't gotten to the specific divisions. The 25th is working some tests, General Brown wanted to support me right away. 2ID, it was General Brooks first, now General Abrams. We're practicing it. So we've sent capability over to those two divisions. They're working it. Then we'll get results from that.

I tell you, Gina, and I'm the one constraining us. The typical Army solution. Send all this capability everywhere. I refuse to do it. I want to see ourselves, I want to know how it's going to be used out in the battlefield. I don't want to send million dollar capability out there to make door handles or replica coins or ash trays. I want to lead us through this. So 25th and 2ID.

DWG: Just a quick follow-up. Do you have like potential target dates in mind? Like you said, so Rock Island is the foundation, but like the first chain in terms of getting it to all the depots, and then beyond that. Like you said, knowing that you can trust the capability by sending it out to the field.

General Perna: We're moving. As I said, I already bought and we're executing albeit to Gina's question lightly at the divisions, but at the depots they're already working things. And I'm already working full days at Rock Island.

The speed of execution will be manifested by my ability to bring in this system that allows me to have all the drawings and then allows me to connect the user to the drawings, both for execution of making the piece, but also financially. I'm not going to just make parts.

I have a three year timeline that I'm kind of watching, but I just had a meeting, it was last week I guess, and I said we are not waiting for this objectives and milestones to move forward. We're going to move forward based on our plan and the criteria that we've set for ourselves. I'm sending people to, I'm not going to name the university here, but I've got a group of people going to a university right now because I think they have the solution to my digital thread thing. And I am dog piling. I'm sending contracting folks up there, acquisition folks up there,

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I'm sending program manager folks up there, sending the three LCMCs up there, and I'm making them all go up there and I'm sliding pizzas under the door until they have a solution.

Here's what I will also tell you. I thought somebody might ask me. In order really for this to be successful, two things have to happen that are almost a little bit out of my control.

Industry needs to know I'm not trying to take over the supply chain. I don't want their supply chain. I don't want it. I don't want to take it over. I don't want to replicate it. I want to be able to influence and react to the readiness drivers that are needed on the battlefield in timely manners, right? So if we have to surge, if we have to, if a ship goes down or something I want to be able to replicate capability and make the requirement occur.

So I don't want to take over their supply chain. That's number one.

Number two, in that light I need to have government purpose rights to repair parts. The days of hey, we made this truck for you, we own all the intellectual property, that needs to go away. It needs to go away. I just need the government purpose rights. The rights to produce capability for the equipment that we bought. Right? A little nuance there. But it's for the execution of replacing these readiness drivers, not taking over the supply chain.

So Dr. Jette is leading us on this. And he is driving his acquisition folks to obtain these government purpose rights for us. And that will be very helpful to us as we move forward.

DWG: A quick question on how much they've invested in this?

General Perna: I used to know that number off the top of my head but I'm past that. Mentally, it's --

DWG: It's 9:08. Can you afford time for one more question?

General Perna: I can, I think.

DWG: Go ahead, Dmitry.

General Perna: You've been very patient.

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DWG: Thank you for doing this.

I'm going to spare you the bigger point that I had about the great power competition, and the vicious circle of action, counter-action. I'm going to ask you a quicker one, I hope.

So deterrence. I'm not sure if the Russians or the Chinese are looking at that through the same prism, but anyway, APS in Europe. I just looked through the fact sheets released last April by the U.S. Army Europe. It names seven sites in Europe for the APS. Is it still the same? Or are you increasing this number? Are you expanding those sites? Anything on that?

General Perna: I haven't read this fact sheet that you said specifically, but if General Cavoli said that, then okay. I haven't read that so I can't comment on that.

And I'm not going to comment on locations, and you can understand why.

DWG: They named them, the locations.

General Perna: Good, but I'm not going to.

DWG: I'm simply asking if the number of those locations are going to be increasing.

General Perna: So capability, as of right now I am actually building an additional set that I've been directed to build, and that will be put where General Cavoli determines it should be. And of course the EUCOM Commander. And then I can envision where Defender 2020 might illuminate several things. Right? Is it in the right place? Do we need to adjust? Do we want to set up alternate sites to keep everybody guessing about what we're doing? Is there a better place to put things for better advantage et cetera? So there will be another positive thing that comes out of Defender '20. I also think coming out of Defender '20 might be a thought process hey, we need more additional to what we have, or we need different from what we have. In other words, we have this capability but that's not really what we needed. What we really need is this capability at the same location.

So I see Defender '20 helping us illuminate and magnify the

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potential of APS. Again, I would reinforce EUCOM Commander, USAREUR Commander, the Secretary and Chief will determine what is right and then we will execute it with great enthusiasm.

Here's what I can tell you, to caveat your story. That Army prepositioned stock is ready. It is ready. Every piece of equipment works. It's at 10-20. We have gone to great length to make sure that a unit can get on a plane, fly over and draw that equipment rapidly. It's not going to be hindered with bureaucracy. And that it's going to have all of its capability so that it can get to where it needs to be immediately. So we're going to have communications already installed, weapons already installed, counter-IED capability installed, and it's not going to be a training set. Kim, maybe somebody help me out. What were we calling those sets about five years ago?

Voice: Activity sets.

General Perna: Activity sets. In my opinion, that was an efficiency drill and I was 100 percent against them. Activity set and APS are two different things. Army prepositioned stocks serve a primary purpose to allow the President of the United States to make decisions and us to execute rapidly. And in that light, the equipment will be ready and it will be capable of going out and executing its mission. That's what Army Materiel Command has been driving for.

An activity set is a bunch of equipment in some type of cantonment area that people use to train on. Two different things.

We've been very successful underneath General Milley and now General McConville to eliminate those activity sets and focus readiness on Army prepositioned stocks. Our Army prepositioned stocks around the world are ready to go now. That's how I would end that comment.

DWG: Great. General, thank you very much once again. It's great to have you here for a second time.

General Perna: Thank you. Several of you know me personally. I really don't like doing these things at all, but I appreciate your time and effort for letting me talk about the great things the Army's doing.

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DWG: You don't look like you don't like it.

General Perna: Can I, you didn't ask me my one last thought as you're all getting ready to go, and you don't have to write this down because you know what I'm about to say.

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