ORDNANCE AMMUNITION
THE FUTURE PERSPECTIVE

COL MICHAEL T. McBRIDE
Deputy Commander / Chief of Staff
US Army Ordnance Center and School

Presented to:
Precision Strike Association/NDIA
Armaments Technology Firepower Forum

11 June 2008
BLUF: OD Corps continues to execute core competence to ARM THE FORCE and work with the total ammunition logistics community to support Soldiers and shape the future of ammunition logistics

BRIEFING OUTLINE

• OD Ammo Team
• OD Corps in Sustainment Center of Excellence
• Change in OD Corps Support
• OD Ammo Vision 2030
• OD Ammo Log Collaborations/Initiatives
Chief of Ordnance – Proponent, Deputy CDR CASCOM

Ordnance Center and Schools

• Ordnance Mechanical Maintenance School
• Ordnance Munitions and Electronics Maintenance School w/ TRADOC Munitions System Manager Office OPCON

Combined Arms Support Command

• Capabilities Development and Integration
• Training Development

**WE ARE** – Ammo **Doctrine**, **Organization**, **Training**, **Materiel**, **Leader Development**, **Personnel**, **Facilities** (DOTML-PF)
Army Transformation (BCT, SB, ESC, TSC) is working
Multifunctional Logistics is necessary and also working
Ammo Modular Unit Organization - a success story
Ammo Soldiers
- Building the force to meet Transformation
- Training Ammo Soldiers to be Mod Force experts
- Leader Dev – OD ammo officer Tng/PD a challenge
- Unit-level proficiency – an on-going challenge
Ammo Logistics Support Teaming – Improving with great coordination from Army, JMC/DAC, PEOs, ARDEC ammo log leaders

GO ORDNANCE!

20 June 2008
HISTORICALLY

WE HAVE **ALWAYS** BEEN ABLE TO:

- **RECEIVE**
- **STORE**
- **ISSUE**

*And … The OD Corps has been a leader in Log Innovation!*
- Maneuver Oriented Ammo Distribution System – 1987
- MOADS PLS – 1989
- Container Roll-on – Roll Off Platforms (CROPS) 1997
- Modular Medium/Heavy Ammo Platoons – 1994 concept
- IBCT Ammo Resupply System 2001

**BUT…**

*GO ORDNANCE!*
Evolving Missions Include

- Safe Mgt of Ammo / CEA
- Recover-Repkg- Redeploy
- Issued CL V
- E-2-E Vis/Accountability
- Log Self-Protection
- Ammo Soldiers in fwd combat resupply opns

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AMMO SUPPORT - THE TOTAL FORCE

We will support an evolving mix of future forces

Mod Force BCT

Future Force

SBCT

OUR FUTURES CHALLENGE

- Ammo support to High-Low tech mix of forces for the near-mid future
- With limited budget, less log footprint
- Improved Joint support to other services
- Continued support to coalition forces

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Ammo Soldiers are operating at combat battalion and lower level
JMC LARs and DAC QASAS deploy with HQs and sustainment units
PEOs are rapidly developing and fielding new systems to deployed units
Contractors perform support missions at all levels including BCTs
Ammo units are supporting and being trained at installation level
Experts from all organizations are developing and exchanging LLs and changing TTPs/doctrine, training

The future of ammo logistics requires a new Vision

GO ORDNANCE!
Ordnance Corps Vision is Dated
- Pre Modular Force
- Pre OIF/OEF
- Considerable change/LL across the spectrum

Chief of OD directed a new vision

“Answer these 3 Questions…”
- Where are we today?
- What has Changed and What is Missing?
- What do we need to look and be like in 2030?
KEY AMMO ISSUES

- Where (and Who…) are all the Experts? Across the full life-cycle spectrum of ammo logistics
- Professional Development / Military Education
- Skilled BAO teams for the BCT CDR
- Perishable skills lost at home station
- Surveillance & Quality Assurance
- BCS3 vs. MUREP vs. LOGSTAT
- Battlefield Task Migration – New missions, new support elements – not all wearing your patch, some civilians
- Ammo Automation MOS – New 89A
- New families of smart, brilliant, scalable, munitions and missile requiring new handling, packaging, maintenance
AMMO WARRIOR 2030

- Officer
- Warrant Officer
- Non-Commissioned Officer
- Enlisted
- DA Civilian
- Contractor

Each with different areas of responsibility and expertise – but ALL with a solid tactical and technical understanding of ammunition and ammo support systems. They share a common operating picture of the battlefield and status of ammo.
FROM OUR FOXHOLE
THE FUTURE

- **Ammo and Ammo Soldiers** – We will have less of both, they will need to be smarter, multi-mission, rapidly deliverable, safe, survivable, accessible, and completely reliable

- **Training** – Life-long, adaptive, integrated across ammo log SME team, best of virtual, on-line, and resident capabilities

- **Information Technology** - Leverage best solutions for ammo accountability, ammo health monitoring, SA, and C4

- **Rearm Systems** – Mobility, survivability, rapid rearm

- **Distribution Platforms and MHE** – Common across the Future Force, designed to fully meet all needs – seamless interface with rearm systems, minimize man-in-the-loop

GO ORDNANCE!
CURRENT OD AMMO TEAMING

- **Army G-3** - Munitions Strategic Campaign Plan
- **Army G-4** - Unit Munitions Visibility, Accountability, Expenditure IPT
- **PEO Ammo/PD Joint Services** – Ammo Logistics R&D IPT Initiative
- **ARDEC** - Dev Team member to review munitions supportability analysis, training requirements
- **DAC and CASCOM Training Dev** – Ammo Training Community of Practice, Knowledge Harvesting
- **DAC Theater Assessment** – Capturing ammo LLs

20 June 2008
FACT - NO MATTER HOW AMMO LOG UNITS AND MANAGERS HAVE BEEN ORGANIZED, TRAINED, EQUIPPED, DEPLOYED, AND UTILIZED - THE ARMY HAS NOT LOST AN ENGAGEMENT BECAUSE OF A FAILURE OF AMMO LOGISTICS

A GREAT RECORD THAT ALL AMMO LOGISTICIANS CAN PROUDLY OWN ...

AND CANNOT LOSE!

GO ORDNANCE!
COL MICHAEL T. McBRIDE
Deputy Commander / Chief of Staff
US Army Ordnance Center and Schools
(410) 278-3285 (DSN) 298

CW5 DON DEHNEL
Deputy, TRADOC MSM Office, OMEMS
(256) 876-9179 (DSN) 746
Definitions
Briefing Support
Current Theater Operations
Army Mod Force Units
Army Ammo Transformation
OD Training Overview
<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
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<tbody>
<tr>
<td>AOE</td>
<td>Army of Excellence, pre-Mod Force Army organization</td>
</tr>
<tr>
<td>APE</td>
<td>Ammunition Peculiar Equipment</td>
</tr>
<tr>
<td>APS</td>
<td>Army Pre-positioned Storage</td>
</tr>
<tr>
<td>ASA</td>
<td>Ammo Supply Activity, any ASA in theater</td>
</tr>
<tr>
<td>ASP</td>
<td>Ammo Supply Point, receives, stores, issues ammo to units</td>
</tr>
<tr>
<td>ATHP</td>
<td>Ammo Transfer and Holding Point, mini-ASP at BCT level</td>
</tr>
<tr>
<td>ATP</td>
<td>Ammo Transfer Point, AOE Div team to</td>
</tr>
<tr>
<td>BCT</td>
<td>Brigade Combat Team</td>
</tr>
<tr>
<td>CEA</td>
<td>Captured Enemy Ammunition</td>
</tr>
<tr>
<td>COP</td>
<td>Community of Practice or Common Operating Picture</td>
</tr>
<tr>
<td>ESC</td>
<td>Expeditionary Support Command</td>
</tr>
<tr>
<td>E-TO-E</td>
<td>Joint End to End distribution process</td>
</tr>
<tr>
<td>IBCT</td>
<td>Interim Brigade Combat Team</td>
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<tr>
<td>IPE</td>
<td>Industrial Plant Equipment</td>
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20 June 2008
<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
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<tbody>
<tr>
<td>LHS</td>
<td>Load Handling System, similar to PLS but on HEMTT truck</td>
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<tr>
<td>MHE</td>
<td>Materiel Handling Equipment (forklifts/cranes)</td>
</tr>
<tr>
<td>MOADS</td>
<td>Maneuver Oriented Ammo Dist System, a distribution-based ammo spt system that moved Army away from supply point support</td>
</tr>
<tr>
<td>PD</td>
<td>Professional Development</td>
</tr>
<tr>
<td>PLS</td>
<td>Palletized Load System – self-loading truck and platform system</td>
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<tr>
<td>POD/POE</td>
<td>Port of Debarkation/Embarkation</td>
</tr>
<tr>
<td>QASAS</td>
<td>Quality Assurance Specialist (Ammo Surveillance)</td>
</tr>
<tr>
<td>SA</td>
<td>Situational Awareness</td>
</tr>
<tr>
<td>SB</td>
<td>Sustainment Brigade, Mod Force primary support unit</td>
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<tr>
<td>SBCT</td>
<td>Stryker Brigade Combat Team</td>
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<tr>
<td>TAV</td>
<td>Total Asset Visibility</td>
</tr>
<tr>
<td>TMDE</td>
<td>Test, Measurement, and Diagnostic Equipment</td>
</tr>
<tr>
<td>TSC</td>
<td>Theater Support Command</td>
</tr>
<tr>
<td>TTP</td>
<td>Tactics Techniques, and Procedures</td>
</tr>
<tr>
<td>Year</td>
<td>AMMO LOGISTICS</td>
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<tr>
<td>1988</td>
<td>Warsaw Pact</td>
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<tr>
<td></td>
<td>Extreme Lethality</td>
</tr>
<tr>
<td></td>
<td>Primarily Conv CL V</td>
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<tr>
<td></td>
<td>Army, Joint/Cbd</td>
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<tr>
<td></td>
<td>AirLand Battle Force</td>
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<tr>
<td></td>
<td>Linear Battlefield</td>
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<tr>
<td></td>
<td>Fwd Based Forces</td>
</tr>
<tr>
<td></td>
<td>Supply Point Log</td>
</tr>
<tr>
<td></td>
<td>Pre MOADS-PLS</td>
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<tr>
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<td>Breakbulk Ammo</td>
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<th>2008</th>
<th>GWOT</th>
<th>Full Spectrum Threat</th>
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<tr>
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<td>Measured Lethality</td>
<td>Selective Lethality</td>
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<tr>
<td></td>
<td>Conv/Precision Munitions</td>
<td>Precision Munitions</td>
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<td></td>
<td>Army evolving to Joint</td>
<td>Joint Forces</td>
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<tr>
<td></td>
<td>BCT-SBCT- Mod Force</td>
<td>Mod/Future Force</td>
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<tr>
<td></td>
<td>Non Linear Battlefield</td>
<td>Noncontiguous</td>
</tr>
<tr>
<td></td>
<td>Mixed - Expeditionary</td>
<td>Joint – Expeditionary</td>
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<tr>
<td></td>
<td>Supply Pt/Dist Mixed</td>
<td>Dist Based Logistics</td>
</tr>
<tr>
<td></td>
<td>Flex Mod Log PLS/LHS</td>
<td>CLV Pkg/Auto Rearm</td>
</tr>
<tr>
<td></td>
<td>CROPS, Mix CL/Single</td>
<td>Constrained Budget</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Reduced Log Foot</td>
</tr>
</tbody>
</table>

We’ve come a long way, but – a long way to go...

GO ORDNANCE!
AMMO LIFECYCLE

Ammo Flow

- Reqmts
- Funding
- R&D
- Produce GOCO/Contractor
- Install
- POE/APS
- Depot

Information Flow

1

POD
ASA
Mod Ammo
Pit/Co

ATHP
Combat Unit

Consumed in training

Demil

COCOM
TSC
JMC
HQDA

ESC/ Sust Bde
Ammo Mgt Ctrs

BAO

Traditional OD/CASCOM
Ammo Log Focus

Retrograde for
Demil, Redist,
or Redeployment

Consume

GO ORDNANCE!

20 June 2008
CHIEF’S GUIDANCE:

Three Core Competencies:
- Maintenance
- Ammo
- EOD

Bring the full spectrum of ammo stakeholders together – Army Staff, DESB, AMC, TRADOC, PEO Ammo, JMC/DAC, CASCOM, OC&S, HRC, USAR, others

Completed May 2008
MAJOR TOPICS

- **Equipment:** Munitions, MHE/APE/IPE, Info Tech, Distribution, TMDE, Packaging/Handing

- **Organizations:** Integrated - tactical to Strategic, Joint, Modular, Split-Based, Full Lifecycle Functions

- **Training:** Tactical/Technical, core munitions competencies, career-long path, certification, best mix of virtual, web-based, and resident training

- **Reach Capabilities:** True TAV/SA, tele-presence, direct, real-time knowledge collaboration/management

GO ORDNANCE!
Current Theater Ammunition Operations

Matured Theater
Quarterly Theater Re-supply
Retrograde Operations
FOB Closures
Air/Ground Distribution

1st TSC
Redeployed back to Ft. Bragg

20 June 2008
ARMY SUPPORT UNITS

**TSC (3 WO)**
1<sup>st</sup> TSC Ft. Bragg
8<sup>th</sup> TSC Hawaii
21<sup>st</sup> TSC Germany

**ESC (2 WO)**
3<sup>rd</sup> ESC Ft. Knox
13<sup>th</sup> ESC Ft. Hood
?? Ft. Lewis
19<sup>th</sup> ESC Korea

**Sustainment Bdes (currently 2 WO going to 1)**
1<sup>st</sup> SB Ft. Riley
3<sup>rd</sup> SB Ft Stewart
4<sup>th</sup> SB Ft. Hood
7<sup>th</sup> SB Ft. Eustis
10<sup>th</sup> SB Ft Drum
15<sup>th</sup> SB Ft. Hood
16<sup>th</sup> SB Germany
29<sup>th</sup> SB

43<sup>rd</sup> SB Ft. Carson
45<sup>th</sup> SB Hawaii
64<sup>th</sup> SB
82<sup>nd</sup> SB Ft. Bragg
101<sup>st</sup> SB Ft. Campbell
501<sup>st</sup> SB Korea
507<sup>th</sup> SB
593<sup>rd</sup> SB Ft. Lewis

Red is a part of Grow the Army - GTA

GO ORDNANCE!
ACTIVE DUTY
AMMUNITION UNITS

• 3 Ord BN-none are true Ord Bn w/numbered TOE Ammo Co’s:
  – 80th Ord Bn, Ft. Lewis, WA (to convert to a CSSB w/AAE)
  – 83rd Ord Bn, Japan (to convert to an CSSB w/AAE)
  – 6th Ord Bn, Korea
• 5 Ord Companies CONUS*
  – 8th Ord Co, Ft. Bragg, NC (HQ & 3 plts)
  – 24th Ord Co, Hunter Army Airfield, GA (HQ & 5 plts)
  – 60th Ord Co, Ft. Carson, CO (HQ & 3 plts)
  – 63rd Ord Co, Ft. Lewis, WA (HQ & 3 plts)
  – 664th Ord Co, Ft. Hood, TX (HQ & 5 plts)
• OCONUS*
  – 23rd Ord Co, Germany (HQ & 2 plts)
  – 17th Ord Co, Korea
  – 52rd Ord Co, Korea
  – 84th Ord Co, Korea

*Permanent station - units/plts may be deployed
BCTs

BCTs (48-Endstate)

Ft. Benning (1 - HBCT)  
Ft. Bliss (6 – 4 HBCT/2 IBCT)  
Ft. Bragg (4 – IBCT(ABN))  
Ft. Campbell (4 – IBCT)  
Ft. Carson (5 – 3 HBCT/2 IBCT)  
Ft. Drum (3 – IBCT)  
Ft. Hood (4 – HBCT)  
Ft. Knox (1 – IBCT)  
Ft. Lewis (3 – SBCT)  
Ft. Polk (1 – IBCT)  
Ft. Riley (3 – 2HBCT/IBCT)  
Ft. Stewart (4 – 2 HBCT/2 IBCT (1 – IBCT))  
White Sands Missile Range (1 – HBCT)  
Alaska (2 – IBCT(ABN)/SBCT)  
Germany (1 – SBCT)  
Hawaii (2 – IBCT/ SBCT)  
Italy (1 – IBCT(ABN))  
Korea (1 - HBCT)
Fires Bdes (6)

1 – Ft. Bliss
1 – Ft. Bragg
1 – Ft. Hood
1 - Ft. Lewis
2 – Ft. Sill

Avn Bdes (11)

Ft. Bliss
Ft. Bragg
Ft. Campbell (2)
Ft. Drum
Ft. Hood
Ft. Riley
Ft. Stewart (HAAF)
Germany
Hawaii
Korea

Red is a part of Grow the Army - GTA
RC AMMUNITION UNITS

- 1 Ammo Group:
  - 303 Ord Group, Springfield, IL
- 4 Ord Bn:
  - 125th Ord Bn, Billings, MT
  - 320th Ord Bn, Lincoln, NE
  - 321st Ord Bn, Cross Lane, WV
  - 322nd Ord Bn, Kenova, WV
- 13 Ord Ammo Co.
  - 163rd Ord Co, Santa Ana, CA (HQ, HLP & MLP)
  - 221st Ord Co, Ft. Wayne, IN (HQ, HLP & MLP)
  - 261st Ord Co, Cross Lane, WV (HQ, HLP & MLP)
  - 266th Ord Co, Aguadilla, PR (HQ, HLP, MLP)
  - 295th Ord Co, Hasting, NE (HQ, HLP & MLP)
  - 351st Ord Co, Romney, WV (HQ, HLP & MLP)
  - 395th Ord Co, Appleton, WI (HQ, HLP & MLP)
  - 452nd Ord Co, Aberdeen, SD (HQ, HLP & MLP)
  - 592nd Ord Co, Billings, MT (HQ & MLP)
  - 802nd Ord Co, Gainesville, GA (HQ & MLP)
  - 811st Ord Co, Rainelle, WV (HQ, HLP & MLP)
  - 826th Ord Co, Madison, WI (HQ, HLP & MLP)
  - 962nd Ord Co, Plattsburg, NY (HQ & MLP)
**From**

- Modular Ammo CO HQs and PLTs, BNs and Groups based on geographical support using supply point logistics
- Reliance on other echelons for support
- Corps provided ASP and storage areas in Division AO

**TO**

- Modular Ammo CO HQs and PLTs, BNs based on METT-TC
- Tailored configured loads delivered forward in the battle space
- Supports Mission Staging Operations (MSO)
- TSC / ESC
  - Receive, store, issue and reconfigure Configured loads (CL) and build Mission Configured Loads (MCL)
  - Maintain, manage, theater level stockages
  - Support theater opening
  - SAAS-MMC in SUS DMC for AMMO management
- Div / Corps
  - Limited reconfiguration of MCLs and reconfigures and redistributed retrograde
  - METT-TC organized with mix of Med and Hvy PLTs
- BCT / Bdes
  - Embedded Ammo management function (SAAS-DAO)
  - Brigade organic 13 soldier ATHP design allows for munitions accountability and limited storage (SAAS-ASP)
  - Distro platoons and companies distribute to unit level
  - Limited ability to reconfigure loads
## OK…What’s Different at **MY** BDE Level – AOE vs BCT?

<table>
<thead>
<tr>
<th>Personnel - 6</th>
<th>Equip</th>
<th>Mission</th>
<th>Capabilities</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>From</strong></td>
<td><strong>To</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DIV</td>
<td>BCT</td>
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</tr>
<tr>
<td>ATP</td>
<td>ATP</td>
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### Personnel - 6

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<thead>
<tr>
<th>From DIV ATP</th>
<th>To BCT ATP</th>
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<tbody>
<tr>
<td>E-6 89B</td>
<td>WO2 890A</td>
</tr>
<tr>
<td>E-5 89B</td>
<td>E-6 89B</td>
</tr>
<tr>
<td>E-4 89B x 2</td>
<td>E-5 89A*</td>
</tr>
<tr>
<td>E-3 89B x 2</td>
<td>E-4 89A*</td>
</tr>
</tbody>
</table>

*89B - Ammo Specialist

### Equip

<table>
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<tr>
<th>From</th>
<th>To</th>
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<tbody>
<tr>
<td>SAAS – ATP</td>
<td>SAAS – ATHP</td>
</tr>
<tr>
<td>PLS TRK x 3</td>
<td>MTS</td>
</tr>
<tr>
<td>PLS TRL x 3</td>
<td>PLS TRK x 3</td>
</tr>
<tr>
<td>RTFL x 2</td>
<td>TRK CGO x 1</td>
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### Mission

<table>
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<tr>
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<tbody>
<tr>
<td>Provide ammo spt to Bde sector.</td>
<td>Provide ammo spt to BCT.</td>
</tr>
<tr>
<td>Receives mission guidance/ priorities from DAO.</td>
<td>Receives mission guidance and priorities from BAO.</td>
</tr>
</tbody>
</table>

### Capabilities

<table>
<thead>
<tr>
<th>From</th>
<th>To</th>
</tr>
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<tbody>
<tr>
<td>“Transfer Point” PLS Flatrack Exch or transload ammo stocks from corps trucks to combat unit trucks.</td>
<td>“Mini-ASP” Receive, store, Issue, acct for Bde ammo stocks Limited inspection and maint of CL V Stocks.</td>
</tr>
</tbody>
</table>

**AOE Division** managed/ distributed ammo to bdes

**BCT** manages, accounts for, and distributes its ammunition

**89A - Ammo Stock Records and Acct Spec – New MOS**
Ordnance Enlisted Training & Development Model

### RANK

<table>
<thead>
<tr>
<th>PME</th>
<th>RANK</th>
<th>PV1-SPC</th>
<th>SGT</th>
<th>SSG</th>
<th>SFC</th>
<th>MSG/SGM</th>
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<tbody>
<tr>
<td></td>
<td></td>
<td>AIT</td>
<td>WLC</td>
<td>BNCOC</td>
<td>ANCOC</td>
<td>SMA</td>
</tr>
</tbody>
</table>

#### 89A/B

### AMMO DEVELOPMENTAL & UTILIZATION ASSIGNMENTS

- Ammunition Specialist/Stock Cont & Acct Spec
- Ammunition SGT
- Amm. Supply SGT
- Ass’t Sec Chief
- Sect Chief
- Ammo Inspector
- Ammo Supp Sergeant
- Logistics Sergeant
- Sr. Ammo Inspector
- Operations Sergeant
- Chief Ammo NCO

#### ADDITIONAL TRAINING

- 89A
- ASP MOU
- dl

#### LEADERSHIP ENGAGEMENT

- eOrdnanceU/BCKS/AKO/MTT/L2
- Army e-Learning/DANTES/COOL/SOCAD/ACES

### SD Goals

20 June 2008
# Warrant Officer Training & Development Model

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<tr>
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<th>WO1</th>
<th>CW2</th>
<th>CW3</th>
<th>CW4</th>
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<tr>
<td>PME</td>
<td>WOBC</td>
<td>WOAC</td>
<td>SWOC</td>
<td>SWOSC</td>
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</table>

## AMMO DEVELOPMENTAL & UTILIZATION ASSIGNMENTS

- **BSB ATHP**
- **Accountable Off**
- **MOD Ammo PL/CO**
- **Advisor**
- **Instructor/ Writer**
- **Distro Management Center (DMC)**
- **DMC (ESC/TSC)**
- **TNG/Combat Developer**
- **Combat Readiness Ctr**
- **Sr. Advisor/Manager**
- **(ASCC/Joint Command)**
- **DA (G-3/G-4)**

## ADDITIONAL TRAINING

- **eOrdnanceU/BCKS/AKO/L2**

## SD Goals

- **Baccalaureate Degree/Professional Cert**
- **Graduate Studies/Professional Certification**