



ACQUISITION  
AND SUSTAINMENT

## THE UNDER SECRETARY OF DEFENSE

3010 DEFENSE PENTAGON  
WASHINGTON, DC 20301-3010

OCT 15 2020

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS  
CHAIRMAN OF THE JOINT CHIEFS OF STAFF  
CHIEF OF STAFF, UNITED STATES ARMY  
CHIEF OF NAVAL OPERATIONS, UNITED STATES NAVY  
CHIEF OF STAFF, UNITED STATES AIR FORCE  
CHIEF OF SPACE OPERATIONS, UNITED STATES SPACE FORCE  
COMMANDANT OF THE MARINE CORPS  
COMMANDERS OF THE COMBATANT COMMANDS

SUBJECT: 2020 Secretary of Defense Maintenance Awards Selection

The Secretary of Defense Maintenance Awards Program recognizes the Department of Defense's most outstanding military maintenance units in four categories: 1) Field-level; 2) Robert T. Mason Award for Depot Maintenance Excellence; 3) Rear Admiral Grace M. Hopper Award for Software Maintenance Excellence; and 4) Sustainment Training, Advice, and Assistance of Foreign Military Forces Award. I am pleased to inform you of the 2020 Secretary of Defense Maintenance Award winners listed below. A brief summary of each unit's accomplishments is attached.

### **FIELD-LEVEL AWARDS**

#### Large Category

- USS ABRAHAM LINCOLN, San Diego, CA, United States Navy
- 56th and 944th Fighter Wings, Luke Air Force Base, AZ, United States Air Force

#### Medium Category

- Marine Aviation Logistics Squadron 36, Marine Aircraft Group 36, 1st Marine Aircraft Wing, III Marine Expeditionary Force, Marine Corps Air Station Futenma, Okinawa, Japan, United States Marine Corps
- 100th Maintenance Group, Royal Air Force Mildenhall, United Kingdom, United States Air Force

#### Small Category

- Bravo Company, 526th Brigade Support Battalion, Fort Campbell, KY, United States Army
- Helicopter Maritime Strike Squadron FIVE ONE, Naval Air Facility Atsugi, Japan, United States Navy

### **ROBERT T. MASON AWARD FOR DEPOT MAINTENANCE EXCELLENCE**

- Satellite Transportable Terminal Depot Maintenance Program, Tobyhanna Army Depot, PA, United States Army

**REAR ADMIRAL GRACE M. HOPPER AWARD FOR SOFTWARE MAINTENANCE EXCELLENCE**

- 309th Software Engineering Group, Ogden Air Logistics Complex, UT, United States Air Force

**SUSTAINMENT TRAINING, ADVICE, AND ASSISTANCE OF FOREIGN MILITARY FORCES AWARD**

Ministerial Category

- Jordan Country Project, Institute for Security Governance

Operational Category

- 108th Sustainment Brigade - Task Force Lincoln, Team Blackhawks, United States Central Command

The award ceremony is tentatively planned for January 13, 2021, in the Pentagon Auditorium. Please extend my sincere congratulations on behalf of the Secretary of Defense to each of your award winners and to all nominees for their outstanding efforts.

My point of contact for this action is Mr. Michael Hynes, Office of the Deputy Assistant Secretary of Defense for Materiel Readiness at (703) 697-1903, michael.p.hynes.civ@mail.mil.

  
Ellen M. Lord

Attachments:  
As stated

**2020 Secretary of Defense  
Maintenance Award Winners' Summaries**

**Field-level Awards**

USS ABRAHAM LINCOLN  
UNITED STATES NAVY

Abraham Lincoln Sailors provided outstanding support to Carrier Air Wing SEVEN, Commander, Carrier Strike Group TWELVE and Destroyer Squadron TWO throughout the year, culminating in an around-the-world combat deployment in support of THIRD, SIXTH, and FIFTH Fleet operations. From the deckplates to the bridge, the ship embodied an organizational culture fueled by pride and hands-on leadership, which not only resulted in the innovative upkeep and maintenance of shipboard equipment and aircraft, but led the strike group to optimum combat effectiveness throughout an aggressive training cycle and deployment. While operationally deployed, USS ABRAHAM LINCOLN (CVN 72) completed 13,055 mishap-free sorties, enabled by truly superior teamwork across her 20 departments composed of almost 3,000 Sailors and Officers who were intensely focused upon both the maintenance of the ship's complex systems and machinery as well as flawless support of the 9 squadrons that made up the embarked Air Wing. CVN 72 safely steamed 50,629 nautical miles and enabled Carrier Air Wing SEVEN (CVW 7) to execute and achieve a 98% sortie completion rate. Of particular note, LINCOLN worked up and deployed after a four year mid-life nuclear Refuel and Complex Overhaul during which the normal functioning of every ship department was focused on the overhaul. Getting the ship fully operational again with the crew demonstrating the performance achieved during at sea operations was most impressive. LINCOLN's Air Department achieved an unprecedented 99.8% Aviation Launch and Recovery Equipment availability and enabled safe execution of thousands of fixed wing and rotary wing launches and recoveries. 12,439 flawless aircraft moves were made during Composite Training Unit Exercises and deployment. The Aircraft Intermediate Maintenance Department (AIMD) Sailors were able to maintain a 98% ready-for-issue (RFI) rate on repair capable items refurbishing 9,338 aeronautical and non-aeronautical components, processing 23,884 work orders and safely completing 131,215 man-hours of labor. AIMD exhausted all efforts in salvaging five Aerial Refueling System pods by performing complex repairs that normally require depot level repairs. This enabled CVW 7 to maintain all ARS assets in a RFI status throughout the entire deployment. The Combat Systems department saved the Navy \$725K by repairing or replacing individual components in equipment vice replacing entire assemblies. Often overlooked, the Supply department's impressive performance was a key enabler to mission accomplishment and outstanding materiel readiness. This great warship crew's list of achievements established USS ABRAHAM LINCOLN as the premier aircraft carrier in the fleet. An unprecedented record of accomplished taskings and innovative use of maintenance resources set a new benchmark for performance and upheld the highest traditions of the United States Navy and the Department of Defense.

56TH AND 944TH FIGHTER WINGS  
UNITED STATES AIR FORCE

The 56th Fighter Wing and 944th Fighter Wing Maintenance Team, known as the *1K Maintenance Group* (MXG), supports three premier fighter weapon platforms. Spanning the spectrum of legacy to new acquisition aircraft, 3,227 active duty and reserve Airmen maintenance professionals relentlessly maintain 109 of the oldest active duty F-15s and F-16s and 100 of the Air Force's newest F-35s. Their success directly enabled Luke Air Force Base to become the first wing to surpass Joint Strike Fighter's 35,000 sorties. As the Air Force's premier F-16 Avionics backshop, technicians were able to complete 22,000 maintenance actions on 209 aircraft, valued at \$11.5B and upheld a stellar 97.3% maintenance scheduling effectiveness rate--beating the Air Force standard by 2.3%. Technicians repaired 511 out of 750 line replaceable units, recovering \$9 million, while achieving a 68% repair rate, well above the Air Force's 45% standard. The success of the 1K MXG technicians saved more than \$36M and 26,000 man-hours. The phase inspection teams, which are the lifeline of the wing's flying hour program, led a revolutionary continuous process improvement effort that developed Luke Air Force Base's first inspection scheduling algorithm, which was able to reduce the delivery standard by two days. The phase team formed the first-ever Air Force Pratt & Whitney F135 Intermediate Engine Maintenance Section, which overhauled 10 engines, conducted 854 maintenance actions, and avoided 480 non-mission capable hours in its first year. 1K MXG Western Hydraulic Centralized Repair facility was the highest grossing in the Air Force, sustaining four Major Commands, three airframes, and 311 legacy aircraft. The hydraulic team was able to refurbish 450 brakes with a cost avoidance of \$250,000, as well as, refurbish 84 components on behalf of Air Force Materiel Command, that eliminated \$7M in depot exchange costs and recouped \$12M in repairables. The 56th and 944th Fighter Wings' numerous accomplishments reflect great credit upon themselves and are in keeping with the highest traditions of the United States Air Force and the Department of Defense.

MARINE AVIATION LOGISTICS SQUADRON 36, MARINE AIRCRAFT GROUP 36  
1ST MARINE AIRCRAFT WING, III MARINE EXPEDITIONARY FORCE  
UNITED STATES MARINE CORPS

Marine Aviation Logistics Squadron (MALS) 36, known as *Blade Runner*, provided superior intermediate level maintenance support to enable the high readiness of Marine Aircraft Group 36's 64 tactical aircraft across four different type/model/series. Handling 58,500 material requisitions and providing 262 tons of ordnance, the Marines and Sailors of Marine Aviation Logistics Squadron 36 enabled Marine Aircraft Group 36 and the 31st Marine Expeditionary Unit to execute 4,984 sorties exceeding 10,210 flight hours. Despite the inherent logistical challenges operating in the III Marine Expeditionary Force Area of Responsibility, MALS-36 provided critical engine repair, rotary and tilt-rotor Intermediate Level Maintenance, Ordnance Operations, and Aviation Supply Support for a multitude of Navy and Marine Corps activities. Concerted Maintenance and Supply Departments combined efforts yielded the elimination of long-term down aircraft from eight to zero. As the single point of entry for aviation ordnance support to Marine Aircraft Group 36, the Ordnance Department provided insightful planning guidance and execution critical to the success of 12 exercises which processed 1,600 maintenance requests to enable the repairs of multiple weapon systems and rocket

racks/launchers resulting in a 99% repair rate. In preparation for 1st Marine Air Wing and Commander, Naval Air Forces (CNAF) inspections MALS-36 Quality Assurance was able to achieve a score of 94% following the CNAF aviation maintenance inspections which is the highest score attained by any U.S. Marine Corps field level activity. With the installation of the first fleet production of the Mechanical Electrical Adapter Kit 29, MALS-36 Avionics' Aircraft/Electrical/Flight Control Components work center was able to interdict eight suspected non-RFI Variable Frequency Generators for the MV-22B that provided a cost savings of \$272,624. MALS-36 successfully sealed 19 Constant Frequency Generators preventing moisture intrusion and premature failure, resulting in a cost avoidance of \$100,703 per unit. The Beyond Capable Maintenance Intervention Program enabled MALS-36 to perform depot-level repairs on MV-22B critical components that resulted in a cost savings of \$3,732,459 and reduced turn-around-time by seven days. Through sustained superior performance and unrelenting perseverance, the Marines and Sailors of Marine Aviation Logistics Squadron 36 demonstrated the highest level of achievement and excellence in maintenance and logistics management while upholding the highest traditions of the Marine Corps, the United States Naval Service, and the Department of Defense.

#### 100TH MAINTENANCE GROUP UNITED STATES AIR FORCE

100th Maintenance Group (100 MXG), known as the *Bloody Hundredth*, provided agile aircraft maintenance and equipment support to USAFE-AFAFRICA's sole KC-135 Aerial Refueling Wing. Strategically located at RAF Mildenhall, 15 Tankers provided rapid global mobility of Air Force Forces as well aerial refueling capabilities to our NATO partners. The group's 568 exceptional Airmen produced 1,200 sorties to United States European and Africa Command with direct support to North Atlantic Treaty Organization allies, producing 6,100 flying hours across 104 countries while covering 21 million square miles of airspace. These proud professionals fused thirty-four Air Force Specialty Codes to generate relentless combat support for twenty-four named operations, six combatant commands, and 533 Priority-one missions with just fifteen KC-135's. 100 MXG Airmen executed more than 73K aircraft maintenance tasks supporting Mobility Air Force's most robust single-unit flying hour program. 100 MXG also supported six Mission Design Series (MDS) from 17 geographically separated wings programming 2.5K man-hours, assuring zero mission degradation. Technicians developed an engine fan blade inspection table to evaluate critical engine components more efficiently, cutting 93 man-hours and safeguarding 2.7K blades valued at \$99.8M. 100 MXG teams coordinated 73 technical assistance requests eliminating \$235K in Depot Field team costs. Fabrication Flight personnel performed 3.5K maintenance actions across 4 MDS's while concurrently supporting EUCOM's transient aircraft. They were able to conduct 108 Non-destructive inspections (NDI), eliminating 96 hours of down time and a \$3M engine replacement. They also framed a \$1.8M equipment sustainability contract & postured 256 NDI offices for the 21st Century through the System Program Office. 100 MXG battle prepped and validated Air Forces, Naval forces, 31 NATO partners, and more than 2,200 receiver aircraft in Show-of-force and joint exercises such as MOBILITY GUARDIAN, TRIDENT JUNCTURE, GLOBAL THUNDER, and Baltic Operations--fueling the largest exercise since the Cold War. 100 MXG stood up to the challenge when tasked by the Secretary of Defense for a no-notice close air support generation, requiring four crew ready aircraft in under six hours, culminating in the safe extraction of forty embassy

employees from imminent danger. The professionalism and commitment to excellence demonstrated by the men and women of 100th Maintenance Group reflect great credit upon themselves, United States Air Forces Europe, the United States Air Force, and the Department of Defense.

#### BRAVO COMPANY, 526 BRIGADE SUPPORT BATTALION UNITED STATES ARMY

Bravo Company, 526 Brigade Support Battalion (526 BSB), known as the *Mad Bulls*, provided outstanding ground maintenance support to the 2nd Brigade Combat Team "Strike" accumulating more than 4.4 million accident and incident free miles. The company proved their ability to rapidly support a full spectrum of ground operations both at home and abroad. The Mad Bulls' ability to spearhead ground breaking Army initiatives through flawless execution is directly attributed to the tireless efforts of its officers, warrant officers, noncommissioned officers, and most importantly, its Soldiers. While deployed across the African and European continents in support of geographic combatant commanders, they executed 195 key collective training events, supported over 60K maintenance actions and conducted 2,184 non-mission capable repairs (NMC). The 526 BSB's Armament Section saw a 54% reduction in NMC weapons, while reducing turn-around times to 6.5 days. The team was the first Army unit to identify failures in the receiver of the M240L and in increase in loose mount bushings on the M240B machine guns. This acute awareness prompted an inspection of all weapon systems as well as to produce a Safety of Use Message detailing the safe allowances for weapon operation. During their last Command Maintenance Discipline Program inspection, 12 of 18 areas inspected were rated at 100% compliance, with the remaining averaging 98%. 526 BSB had a 30% increase with installed parts, while netting a 6% reduction in spending due to accurate diagnoses, troubleshooting, and cost avoidance strategies. 526 BSB's Soldiers' maintenance actions resulted in a stellar 97% Operational Readiness (OR) rate for Equipment Readiness Code (ERC) A (important equipment) and a 98% OR for ERC P (essential equipment). Their flexibility to deploy teams to various locations resulted in 125 Kenyan Soldiers receiving training on recovery procedures, maintenance management functions, proper processing of repair parts, and equipment diagnostic procedures. Also, the 526 BSB trained 43 Somalian Soldiers on Field Maintenance Team operations and 22 Senegalese Soldiers on weapons maintenance procedures. These were critical in achieving AFRICOM's strategic objectives and provided African partners the capability to regenerate critical combat power. The 526 BSB's extraordinary actions and results were generated from a unit with only 87 personnel and their monumental accomplishments reflect great credit upon themselves are in keeping with the highest traditions of the Department of the Army and the Department of Defense.

#### HELICOPTER MARITIME STRIKE SQUADRON FIVE ONE UNITED STATES NAVY

Helicopter Maritime Strike Squadron FIVE ONE (HSM-51), known as the *Warlords*, provided exceptional support throughout INDOPACOM to Commander, U.S. SEVENTH Fleet, Commander, Destroyer Squadron FIFTEEN, Carrier Air Wing FIVE, and Commander, Task Force SEVEN ZERO. The Sailors of Helicopter Maritime Strike Squadron (HSM) 51 excelled

during an operationally challenging year that included simultaneous deployment of all detachments, type command Aviation Maintenance Inspection, type wing Maintenance Program Assessment, three Detachment Readiness Inspections, three Conventional Weapons Technical Proficiency Inspections, and three Material Condition Inspections. Operating as the only forward deployed naval force helicopter strike maritime squadron, HSM-51 was able to achieve a 100% Warfighting Readiness and exceeded Naval Aviation Enterprise monthly aircraft readiness standards. HSM-51 maintainers enabled phenomenal mission capable and fully mission capable aircraft rates of 78.7 and 59.6 percent, respectively, resulting in a zero Ready for Tasking gap for nine MH-60R helicopters distributed amongst four continuously deployable detachments. HSM-51 detachments deployed 468 days underway in which 33,343 maintenance actions and 59,566 man-hours were completed in support of 3,648 mishap-free flight hours during 1,202 sorties supporting 19 major training exercises and nine real-world operations critical to maintaining sea access and control. HSM-51 optimized available manning through unique initiatives and deliberate long-term planning to fulfill predictable and emergent aircraft availability requirements with zero impact to overall squadron readiness. Predictive analytics and proactive scheduling resulted in a 98.4 percent Maintenance Personnel Readiness average that ensured zero qualification gaps and unprecedented levels of personnel readiness and performance. HSM-51 also achieved a Navy rotary-wing best Commander, Naval Air Forces Aviation Maintenance Inspection score of 87.5% with 55 of 55 satisfactory drills and practical evolutions. HSM-51 developed and implemented a "Design Thinking" initiative that focused on attainment of advanced maintenance qualifications through the creation of tailored programs that capitalized upon a diverse array of organizational behavior resources such as TED Talks, Harvard Business Review articles, and workshops. These squadron-wide programs led to a 140% increase in advanced maintenance qualification after only six months. HSM-51 proactively overhauled local H-60 Phase D Inspection Kits in coordination with Naval Air Facility (NAF) Atsugi Aircraft Intermediate Maintenance Department (AIMD) that resulted in a \$16,000 cost savings per H-60 D Phase. This proactive process improvement resulted in HSM-51 reducing squadron overhead cost by \$64,000 and a total NAF Atsugi H-60 cost-saving of nearly \$200,000. Helicopter Maritime Strike Squadron FIVE ONE's accomplishments stand out as a standard to emulate and reflect great credit upon themselves and are in keeping with the highest traditions of the Department of the Navy and the Department of Defense.

**ROBERT T. MASON AWARD**  
**FOR DEPOT MAINTENANCE EXCELLENCE**

SATELLITE TRANSPORTABLE TERMINAL DEPOT MAINTENANCE PROGRAM  
TOBYHANNA ARMY DEPOT  
UNITED STATES ARMY

Tobyhanna Army Depot postured our forces to be the most lethal on the battlefield by enabling Soldiers to shoot, move, and communicate effectively. The Satellite Transportable Terminal (STT) Depot Maintenance Team executed superior and record setting depot maintenance operations. The team surged production of 157 STT assets during the period of performance, a 450% increase, to meet U.S. Army Forces Command and Combatant Commands global requirements and generated 151,730 labor-hours of critical maintenance activities in support of units across the world. Employing continuous process improvement, the team's dedication to

increasing operational readiness and forward progress enabled a 54-day average turnaround time per satellite terminal, a repair cycle time decrease of 56 days from the previous fiscal year. As a critical Strategic Support Area enabler, the team provided forward depot maintenance support to the 403rd and 405th Army Field Support Brigades, trained warrant officers, and traveled to active and National Guard units to provide urgent and tactical maintenance support that boosted U.S. Army global operational readiness. The Satellite Transportable Terminal Depot Maintenance Team's dedication, professionalism, and commitment to excellence reflect great credit upon Tobyhanna Army Depot, Army Materiel Command, the United States Army, and the Department of Defense.

**REAR ADMIRAL GRACE M. HOPPER AWARD  
FOR SOFTWARE MAINTENANCE EXCELLENCE**

309th SOFTWARE ENGINEERING GROUP  
OGDEN AIR LOGISTICS COMPLEX  
UNITED STATES AIR FORCE

The 309th Software Engineering Group distinguished itself by developing and delivering mission critical software products and services to the warfighter. The group achieved remarkable results by applying organic engineering expertise to a highly diverse portfolio of increasingly complex warfighter requirements. The group's relentless pursuit of innovation ensured that software development processes exploited leading-edge methodologies to deliver relevant capabilities vital to warfighter mission success. The 309th executed a record \$280M in spending authority, while reducing expenses by \$18M. Their production hours exceeded target by a remarkable 172K hours and the group accomplished 268 deliveries in support of multiple warfighting platforms. Additionally, the 309 SWEG employed inventive methods to attract and retain digital talent while the growing workload demands necessitated the hiring of 263 new scientist, engineers, and support professionals. Capabilities delivered by the 309 SWEG had a positive and direct impact across multiple essential platforms such as the A-10, F-16, F-22, F-35, Ground Based Strategic Deterrent, Space Systems, and Command and Control. The professionalism and commitment to excellence demonstrated by the men and women of the 309th Software Engineering Group reflect great credit upon themselves, Air Force Materiel Command, the United States Air Force, and the Department of Defense.

**SECRETARY OF DEFENSE SUSTAINMENT TRAINING, ADVICE, AND  
ASSISTANCE OF FOREIGN MILITARY FORCES AWARD  
OPERATIONAL CATEGORY**

108th SUSTAINMENT BRIGADE - TASK FORCE LINCOLN, TEAM BLACKHAWKS  
UNITED STATES CENTRAL COMMAND

The 108<sup>th</sup> Sustainment Brigade, while serving as Task Force Lincoln, is recognized for outstanding achievement and excellence in operational level sustainment training, advising, and assisting the Iraqi Army in support of Operation Inherent Resolve. Task Force Lincoln coordinated Security Force Assistance efforts between the Office of Security Cooperation-Iraq,

Combined Joint Task Force-OIR, Defense Governance and Management Team, Directorate of Military Assistance, and 1<sup>st</sup> Theater Sustainment Command Director for Counter-Islamic State of Iraq and the Levant Train and Equip Fund (CTEF-I). The task force documented over 12 Iraqi Army sustainment processes into which proper supply chain management of CTEF-I materiel must be injected. They advised the Iraqi Army Logistics Directorate and Engineer Directorate and assisted their Planning Directorates with data analytics to develop trend analysis of equipment faults, demand analysis, and forecasting Class IX requirements for future Foreign Military Sales and CTEF-I orders. Based on this data driven approach, Task Force Lincoln and the Iraqi Army Logistics Directorate developed a plan to build a component repair capability at two National depot-level repair facilities at the Taji Military Complex. This capability plan included required machinery, training packages, and an FMS order of 45,200 parts valued at \$16M with the Iraqi Ministry of Defense committing \$9M a year in FMS funding for the next five years to sustain this capability. TF Lincoln also assisted in the allocation of over \$12M dollars of FMS funding as part of a systematic change in the drivetrain maintenance process for various vehicles. Task Force Lincoln redesigned the engine and transmission rebuild capability to streamline the workflow and supply chain resulting in an annual 28 percent increase in the number of HMMWVs repaired and a 20% increase in Oshkosh trucks repaired. The task force also transitioned the M1A1 maintenance program from General Dynamics Land Systems to the Iraqi Army and helped increase its operational readiness rate from 77% to 95%. Task Force Lincoln's hard work and dedication reflected great credit upon the 108<sup>th</sup> Sustainment Brigade, the United States Army, and the Department of Defense.

**SECRETARY OF DEFENSE SUSTAINMENT TRAINING, ADVICE, AND  
ASSISTANCE OF FOREIGN MILITARY FORCES AWARD  
MINISTERIAL CATEGORY**

JORDAN COUNTRY PROJECT  
INSTITUTE FOR SECURITY GOVERNANCE

The Institute of Security Governance Jordan (ISG-J) distinguished itself by facilitating a Capabilities Based Assessment (CBA) at the request of the Royal Jordanian Air Force (RJAF) and senior defense officials. ISG-J facilitated analysis of options to preserve the capability to perform long range precision strikes, recapitalize the F-16 fleet, and significantly reduce long term sustainment costs. The reorganization of the F-16 wing immediately decreased the number of aircraft required (55 to 36) to meet training and operational requirements. Divestment planning removed 11 aircraft from flying schedule in 2019, which is estimated to have a sustainment cost savings of approximately \$1.3M per aircraft/per year. Additionally, eight more aircraft are on track to be divested by the end of 2020 with an overall sustainment cost savings of approximately \$114M over the next five years. ISG-J also facilitated the development of the flying hour program which immediately eliminated extraneous sorties, implemented annual flying hour limits (increased average remaining service life from 14 years to almost 17 years), controlled daily flying requirements to normalize the phase flow "waterfall," and reduced the total number of aircraft which in turn reduced the requirement for active flying pilots. The Logistics CBA identified 19 essential capabilities and 49 supporting tasks that were required to modernize the RJAF logistics enterprise. This resulted in the Joint Chiefs of Staff of the Jordanian Armed Forces deciding to create the JAF's first Capabilities Development

Department, which will direct and manage all capability development activities across the Jordanian military. ISG-J was able to stay engaged with key Jordanian leaders and U.S. stakeholders, ensuring tools and methods introduced to the Jordanian military are scalable and tailorable to the Jordanians' structure and staff capacity, and continually reinforced Jordanian ownership of the analyses and recommendations. Working side-by-side with the Jordanian military, ISG-J facilitated the development and implementation of approved doctrine, organization, training, materiel, leadership and education, personnel, and facilities policy solution recommendations to modernize the JAF's logistics enterprise, improve lifecycle sustainment programs ensuring a high return on investment from United States security assistance investments, and enable the Jordanian logistics systems to integrate effectively with the United States and NATO-led sustainment operations. ISG-J's innovative approaches and direct involvement with logistics leaders, staffs, and organizations throughout the Jordanian military have produced a number of swift changes that generated immediate and significant cost savings while simultaneously improving the integration of logistics functions with a key partner. These extraordinary accomplishments reflect great credit upon the Institute for Security Governance Jordan team and are in keeping with the highest traditions of the Defense Security Cooperation Agency and the Department of Defense.