

DoD Acquisition Leader Visits NAVSEA

NAVAL SEA SYSTEMS COMMAND OFFICE OF CORPORATE COMMUNICATION (AUG. 7, 2013)

WASHINGTON—The undersecretary of Defense for Acquisition, Technology and Logistics visited with the Naval Sea Systems Command (NAVSEA) acquisition workforce, Aug. 7.

Frank Kendall is the leader of the Department of Defense (DoD)'s efforts to increase the department's buying power and improve the performance of the defense acquisition enterprise and is responsible for the DoD's Better Buying Power (BBP) 2.0: Achieving Greater Efficiency and Productivity in Defense Spending.

"It's more important than ever that we get as much value for the money we have—and that's not going to change anytime soon," said Kendall as he addressed an overflow audience in the auditorium of NAVSEA headquarters building.

He touched on the seven tenets of the BBP 2.0 initiative and its implementation, which were unveiled last November to encourage workforce members to apply the principles to future acquisition programs to achieve greater efficiency and productivity in defense spending.

"As we've continued to work on ways to improve how we do business, the thinking has changed a little bit—new ideas have come up," said Kendall. "I believe in continuous improvement as a fundamental way for us to do business. What's going to get acquisition to a better state of performance is [a lot] of hard work by [a lot] of professional people doing all the things that need to be done to make incremental improvements wherever they can."

In order to achieve improvements, Kendall emphasized the need to embrace a fundamental he called "should cost," which is managing to a target that's realistic and trying to achieve it. Then, if savings are actualized, they can be applied to the benefit of the program or the service, and it's a concept that's having a lot of success, he said.

"Every business company in the world manages cost," Kendall said. "We tend to manage spending. Our job is to spend the money. In industry, your job is to maximize your profits by minimizing your costs, and we need to think more like that."

Kendall's visit to NAVSEA, the largest acquisition command in the DoD, also included a meeting with flag and Senior Executive Service-level leaders and a series of small group

discussions with major program managers, contracting officers, and engineers.

For more news from Naval Sea Systems Command, visit <http://www.navy.mil/local/navsea/>.

Warrior Web Closer to Making its Performance-Improving Suit a Reality

DEFENSE ADVANCED RESEARCH PROJECTS AGENCY (AUG. 22, 2013)

Of the many risks dismounted soldiers face in the field, one of the most common is injury from carrying their gear—often topping 100 pounds—for extended periods over rough terrain. Heavy loads increase the likelihood of musculoskeletal injury and also exacerbate fatigue, which contributes to both acute and chronic injury and impedes soldiers' physical and cognitive abilities to perform mission-oriented tasks. To help address these challenges, DARPA seeks performers for the last phase of its Warrior Web program.

Warrior Web aims to develop a soft, lightweight undersuit that would help reduce injuries and fatigue and improve soldiers' ability to efficiently perform their missions. The garment would protect injury-prone areas and promote efficient and safe movement over a wide range of activities (walking, running, jumping, crawling, etc.). Comfortable, durable, and washable, the garment would not interfere with body armor or other standard clothing and gear. DARPA seeks to create a working prototype that significantly boosts endurance, carrying capacity, and overall soldier effectiveness—all while using no more than 100 watts of power.

"Many of the individual technologies currently under development show real promise to reduce injury and fatigue and improve endurance," said Army Lt. Col. Joseph Hitt, DARPA program manager for Warrior Web. "Now we're aiming to combine them—and hopefully some new ones, too—into a single system that nearly every soldier could wear and would provide decisive benefits under real-world conditions."

The program's successes to date have resulted from development efforts funded under Warrior Web Task A: Warrior Web Alpha. These efforts have focused on developing a mix of core component technologies worn at the ankles, hips, knees, and upper body. Task A performers have been exploring ways to directly mitigate factors that cause injury, as well as reduce physical burdens by augmenting the work done by soldiers' own muscles. Component systems within Task A include methods for rapid joint stabilization, functional structures, energy injection, regenerative kinetics, load transfer and distribution, and flexible kinetic and kinematic sensing.



DARPA's Warrior Web program seeks to develop a soft, lightweight undersuit that would help reduce injuries and fatigue, and improve soldiers' ability to efficiently perform their missions.

Image courtesy DARPA

The program's next phase, Warrior Web Task B: Advanced Technology Development, aims to leverage Task A component technology investments and further advance the development of a fully integrated undersuit system. DARPA now seeks ideas and technical proposals for how to best develop and implement the Warrior Web system.

AF Releases Nuclear Enterprise's Future Plan

SECRETARY OF THE AIR FORCE PUBLIC AFFAIRS (AUG. 23, 2013)

Air Force Staff Sgt. David Salanitri

WASHINGTON—The Air Force recently announced a long-term vision for the Service's nuclear enterprise.

The plan, signed by the chief of staff and secretary of the Air Force and approved by the 4-star-level Nuclear Oversight Board, provides a framework for advancing and monitoring the overall health of the Air Force nuclear enterprise, supporting infrastructure and processes.

The plan is organized into three main sections. The first explains the Air Force's perspective on 21st century deterrence and assurance, and how that differs from the Cold-War era.

The second section outlines five strategic vectors for the nuclear enterprise, and the final segment explains how the

plan will be used to monitor and advance progress across the enterprise.

"All airmen should understand the basics of the deterrence mission and its importance to our Air Force and the nation," said Maj. Gen. Garrett Harencak, the Air Force's assistant chief of staff for Strategic Deterrence and Nuclear Integration.

To promote understanding of the mission, the first part of the plan explains how airmen across the Air Force contribute to national security by providing nuclear capabilities that deter potential adversaries, and assure our allies and partners.

The section concludes by describing the capabilities across the Air Force that contribute to effective deterrence and out-

lines the Air Force's commitment to sustain and modernize capabilities to meet the changing demands of the 21st century.

Section two of the plan identifies the "five vectors designed to advance and monitor the overall health of the nuclear enterprise and further develop our airmen, organizations, processes, capabilities, and strategic thinking," Harencak said.

By outlining a vector for each of these areas, the general said the Air Force will be able to implement a continuous improvement process to assess, develop action plans for improvements, and track the progress in each area.

Finally, the plan outlines how the Nuclear Oversight Board and Nuclear Issues Resolution and Integration Board will oversee efforts to meet plan objectives.

Though it is not intended to supplement any programming guidance, nor outline specific force structures, the plan may be used by planners, programmers, and others to inform their efforts, Harencak said.

"We encourage commanders and airmen at all levels to use the flight plan as a starting point for discussion and debate about deterrence in the changing 21st century environment,

and the Air Force role in meeting those challenges," Haren-cak added.

JLTV Testing Begins, Program on Schedule, Budget

ARMY NEWS SERVICE (SEPT. 5, 2013)

David Vergun

WASHINGTON—Full-paced, full-scope testing of the Joint Light Tactical Vehicle prototypes began Sept. 3 and will last for 14 months.

Each of the three vendors—Oshkosh Defense, Lockheed Martin, and AM General—delivered 22 vehicles and six trailers for testing to three sites: Aberdeen Proving Ground, Md.; Yuma, Ariz.; and Redstone Arsenal, Ala.

Rigorous reliability testing over various terrains and in different weather conditions and protection-related testing is being conducted, said Col. John Cavedo, the Joint Program Office manager, who spoke Sept. 4, during a JLTV webcast.

The program is still on track despite this year's sequestration and the continuation of continuing resolutions, but if budget issues are not resolved by next year, Cavedo said he could not rule out a slip in the schedule.

"We're doing everything we can to keep the program on track," he said, emphasizing the importance of the program to meeting asymmetrical threats like those experienced in Iraq and Afghanistan.

CLOSING CAPABILITIES GAP

Cavedo related an incident years ago at the Fulda Gap on the East-West German border.

"My company commander pointed to the northeast and told me 'that's where the enemy will come from,' and then turned around and said, 'that's the secure area in the rear where the friendly forces will be.'"

During Cold-War-era exercises, Humvees safely moved about the rear area while tanks and other heavily armored vehicles would maneuver in the battlespace. The Fulda Gap was considered by many to be the best line of approach for Soviet tanks moving west and south.

That notion of front lines and rear area was no longer applicable after 9/11, he said. Humvees became vulnerable to improvised explosive devices no matter where they were. Up-armor was added for protection, but the enemy adapted to that with more lethal explosives.

The added weight of the up-armor taxed the Humvees' performance and further limited its payload, which now included network gear. And, the Humvees were just getting old, with the first ones rolling off the assembly line about three decades ago.

Soldiers and Marines continued to be vulnerable, so the mine-resistant, ambush-protected vehicles, known as MRAPs, were developed. These had good payload and protection, and helped save many lives over the last six years, but performance was sacrificed and soldiers could not move with speed and agility around the battlefield, especially in the difficult terrain in parts of Afghanistan, he said.

Furthermore, the heavier versions of the earlier MRAPs could not be moved around the battlefield by helicopter and required strategic lift, which in turn required adequate runways for these big cargo planes to take off and land.

The sustainment cost for the MRAP program increased over time, he said, as more variants were developed by different vendors. Parts were not interchangeable and mechanics had to get follow-on training, he said.

The JLTV closed the capability gap, addressing "the iron-triangle of payload, performance, and protection," he said. Its payload and protection is similar to an MRAP, and its performance exceeds that of a Humvee.

ADAPTIBILITY & FLEXIBILITY

Besides addressing the "iron-triangle," Cavedo said the JLTV is designed to meet the needs of the commander for a variety of missions.

The commander can decide what level of protection JLTV needs for the mission, he said, pointing out that armor kits will be available for vehicles going into harm's way. Also, some of the JLTVs will be equipped with heavy weapons, including TOW missile systems, while others can be used as light utility vehicles.

Other kits include command and control, and network gear. He said JLTV "plug and play" open-architecture technology allows for future networks and electronic devices to be installed without a vehicle redesign.

While different vehicles will have different kits, all vehicles come equipped with automatic fire extinguishers, multiple egress options, fuel-tank fire suppression systems, and combat locks.



Three prototypes for the Joint Light Tactical Vehicle are undergoing testing. The AM General Prototype is on the left, Oshkosh JLTV in the center, and the Lockheed Martin prototype is on the right. U.S. Army photo

Powering the 21,000-pound gross weight JLTV and whatever kits and trailers are added on is a 300-horsepower fuel-efficient diesel engine. JLTVs also will be able to tow the thousands of legacy trailers that are still usable.

HOLDING COSTS DOWN

“We’ve managed to hold cost down by promoting better competition between vendors, incentivizing productivity, and conducting an analysis of alternatives,” he said. By “analysis of alternatives,” he means ordering the right number of kits and mission packages. “We don’t want surplus kits stockpiled in warehouses across the country.”

Incentivizing productivity, he explained, means that after giving the original equipment manufacturer, or OEM, the specs—like protection, speed, weight, and so on—it is up to them to determine how it’s built and what the tradeoffs are.

He provided an example. Besides armor kits, the basic JLTV requires a certain level of protection, he said. There might be very exotic metals out there that are lightweight and offer exceptional protection, but the cost involved would be astronomical. So a tradeoff might be reached where steel or aluminum is used to keep the cost down, but still meet the basic requirements. To be competitive, however, the thickness or type of material used might exceed basic standards but be within a reasonable price range.

Tradeoffs like this apply to the power and transmission features and to everything else on the vehicle, he said. They’re trying to be as innovative and competitive as possible with

the other OEMs, yet they must stay below the \$250,000 assembly-line figure.

There are other ways cost has been controlled. Instead of requiring each OEM to supply 35 vehicles, they were required to provide 22 for the testing phase, he said. That number is reasonable and adequate for an effective evaluation.

Also, instead of a cost-plus type contract, the JLTV is on a firm-fixed price contract.

“In the past, the production price was set after down-select,” he said. “Our intent was to set production prices during competition so as we go forward into the competitive down-select, we’ll have production prices set at that point and not negotiated for the years out.”

TIMELINE

Source-selection evaluation will start in early 2015, and conclude by July of that year when a single vendor will be selected.

At that time, 2,000 vehicles will be produced and be tested for three years, with the focus on fine-tuning the assembly line, full-up system testing, and so on.

Full-scale production will begin in fiscal year 2018 with the ratio of organic to contract work determined by the third quarter of fiscal year 2015.

By 2018, the first Army brigade will roll with new JLTVs, he said.

Production will total 49,000 JLTVs for the Army and 5,500 for the Marines, with the production cycle ending sometime in the 2030s.

Kits will initially be produced by the selected OEM, but follow-on kits might use a different vendor, he said.

In conclusion, Cavedo said the JLTV comes at the right time at the right cost, and is the perfect match to the Army's shift to the Pacific, regional alignment strategy, and meets the requirements of the Defense Strategic Guidance of 2012 and the Army's 2014 Equipment Modernization Plan.

'HEaDS-UP' at Natick for Better Helmets

U.S. ARMY GARRISON-NATICK PUBLIC AFFAIRS (SEPT. 6, 2013)

Bob Reinert

NATICK, Mass.—In their quest for better helmet technologies to keep soldiers and Marines safe on the battlefield, researchers at Natick Soldier Research, Development and Engineering Center here are making a "HEaDS-UP" play.

Helmet Electronics and Display System-Upgradeable Protection, or HEaDS-UP, has been a four-year effort at Natick to provide mounted and dismounted troops with a more fully integrated headgear system. HEaDS-UP has focused on developing a Technical Data Package of design options and tradeoffs to build a modular, integrated headgear system. Some of these technologies include: improved ballistic materials; non-ballistic impact liner materials and designs; see-through and projected heads-up display technologies; better eye, face, and hearing protection; and communications.

Two modular headgear concept designs emerged from the process. They will be officially unveiled in October during a demonstration at Fort Benning's (Ga.) Maneuver Battle Lab, said Don Lee, project engineer in the Headgear Thrust Area of Natick Soldier Research, Development and Engineering Center, or NSRDEC.

"We'll have mounted and dismounted soldiers wear the two different concepts, performing a variety of tasks," Lee said. "The event will be a VIP demo of soldiers conducting training operations at mission speed using the helmet concepts."

According to Lee, the advances resulted from the collaboration between NSRDEC and the Army Research Laboratory. Quarterly meetings kept dozens of involved personnel on the same page.

"The program was very successful due to the collaborative support from the different agencies," Lee said. "Without that collaboration and support, it would have made the program more challenging."

Lee said that the program looked at a variety of technologies.

"It was mostly like an 80-20 split—80 percent material solution, 20 percent impact on the soldier," said Lee, "kind of setting the stage for the next evolution of headgear protection, which will look to swap that, doing more 80 percent impact on the soldier and 20 percent material solution."

The modular prototypes were designed to allow warfighters to adapt the headgear to the mission and to work harmoniously "with other existing, fielded technologies—your body armor, your [hydration pack], your protective eyewear, and then being able to accomplish common skills and tasks: getting up, getting in a prone position, entering a vehicle, exiting the vehicle, sighting a weapon, and stuff like that," Lee said. "We've done some cognitive studies, as well, looking at head-mounted displays, see-through displays, the integration factor of the display."

Mounted and dismounted soldiers have already worn the prototypes in "human factors evaluations," from which data were collected, analyzed, and applied.

"We were able to integrate the concepts during their normal training scenarios, and then following their training event, get feedback from them," Lee said. "It was quite overwhelming, the response [we] received that every soldier that used these systems liked the prototype systems over their currently fielded system. So whether it was an [Army Combat Helmet] or a [Combat Vehicle Crewman helmet], they all like the prototypes over them."

Lee predicted that soldiers will embrace the modular platform, from which parts can be added or removed in seconds.

"Being able to don that [mandible and visor] protection when needed or being able to remove it when not needed is the big 'wow' factor," he added.

The mandible and visor provide fragmentation protection for the face, Lee said.

"Going by a recent [Joint Trauma Analysis and Prevention of Injury in Combat] report, of all the injuries to the head, 72 percent are to the face," Lee said. "So that shows a technology gap there."

"Soldiers wear the [ballistic] eyewear, but everything outside the eyewear is open. This will be the biggest advantage to the soldier."

Vehicle crew members, in particular, should appreciate the headgear.

"One of the things I hoped to do with this program was reduce the logistic footprint of combat helmets for ground soldiers," Lee said. "Right now, mounted soldiers have two helmets. They have their Combat Vehicle Crewman helmet and they have their Advanced Combat Helmet. So, if they dismount from the vehicle, they're supposed to swap helmets."

"I think we've proven through our program that there can be one helmet for both mounted and dismounted soldiers, which, I think, is a big deal. I think the program's proven that a one-helmet system for ground soldiers, whether they're mounted or dismounted, can exist."

Crew members looking out hatches discovered an unexpected benefit during evaluations.

"When the soldiers wore the prototype systems with the visor and mandible," said Lee, "it was the first time that they weren't eating sand and dust and rocks going down the road."

Ultimately, the program data will be transferred to Program Executive Office Soldier and the Marine Corps for decisions about what technologies should be fielded.

"We've come up with tradeoffs, ideas, designs that the soldier will benefit from in the end," Lee said. "When these technologies impact the soldier in a positive way, that's really the reward at the end of the day."

KC-46 Tanker 'On Cost, On Schedule,' Acting AF Secretary Says

AMERICAN FORCES PRESS SERVICE (SEPT. 9, 2013)

Jim Garamone

WASHINGTON—The Air Force's KC-46 air refueling tanker project is "on cost and on schedule," Acting Air Force Secretary Eric Fanning said here today.

In an interview with American Forces Press Service, Fanning said the program "is in a real healthy place." The Air Force will buy 179 of the aircraft to replace the venerable KC-135 refuelers, which generally are older than the crews flying them.



The Helmet and Electronics and Display System-Upgradeable Protection, or HeADS-UP program, at Natick Soldier Research, Development and Engineering Center, Mass., seeks to provide better headgear for soldiers and Marines. U.S. Army photo

The Air Force announced selection of the Boeing tanker in February 2011.

Fanning visited Boeing's KC-46 plant in Everett, Wash., recently. Two KC-46s now in production there will be ready for flight next year. The KC-46 is based on the Boeing 767 aircraft, which had its first flight in 1981. The company has 32 years of experience with the plane.

"It's a commercial derivative concept, and we are doing more on the line than we would normally do, which is why we are able to meet the timelines," the acting secretary said. "Everything is coming together really well."

The biggest reason this program is such a success is because the requirements were clearly defined and they were locked down, he said. The Service has resisted adjusting the requirements during the course of development.

Still, there has to be flexibility to adjust for the learning process, and that is also a part of the contract, Fanning said.

The acting secretary stressed that the new tanker is important for the Air Force. "When we went into sequestration, it was priority No. 1 to protect this," he said. "We didn't want



The first fully equipped KC-46 is slated to fly in early 2015. A KC-46 conducts in-flight refueling on a B-2 bomber in this illustration. The first KC-46 is expected to fly in 2015.

U.S. Air Force illustration

to reopen it, because it's got very favorable terms for the Air Force."

The tanker will replace one-third of the refuelers in the Air Force. Follow-on contracts—for what the Service today calls KC-Y and KC-Z tankers—will follow, he said.

Fanning noted that while the KC-46 is an Air Force project and capability, all service members will benefit from it. "The Air Force moves everyone and everything," he said. "All the other Services depend on the Air Force to get their people and stuff around the globe."

The KC-46 will make refueling aircraft of all Services and allies easier, Fanning said. "It is truly one of the most important backbone platforms for the joint fight," he added. "No other country can do this."

Fanning said the Air Force mobility story is "fascinating," adding that in visits to bases, he notices that the Service's efficiency and reach rival those of successful companies such as UPS or FedEx.

Airmen are proud of that, Fanning said, and are excited that there is progress on getting the new refuelers. "They take [the KC-46] as a commitment by the Air Force to their community," he said.

Missile Defense Test Succeeds Against Medium-range Targets

AMERICAN FORCES PRESS SERVICE
(SEPT. 10, 2013)

WASHINGTON—A complex missile defense flight test today resulted in the intercept of two medium-range ballistic missile targets, Defense Department officials said.

The flight test was planned more than a year ago, officials added, and is not in any way connected to events in the Middle East.

It involved the Missile Defense Agency, Ballistic Missile Defense System Operational Test Agency, Joint Functional Component Command for Integrated Missile Defense, and U.S. Pacific Command, in conjunction with soldiers from the Army's Alpha Battery, 2nd Air

Defense Artillery Regiment, sailors aboard the Navy's guided missile destroyer *USS Decatur*, and Air Force airmen from the 613th Air and Operations Center.

The test was conducted near the U.S. Army Kwajalein Atoll/Reagan Test Site and surrounding areas in the western Pacific. Officials said the test stressed the ability of the Aegis Ballistic Missile Defense and Terminal High Altitude Area Defense weapon systems to function in a layered defense architecture and defeat a raid of two near-simultaneous ballistic missile targets.

The two medium-range ballistic missile targets were launched on operationally realistic trajectories toward a defended area near Kwajalein, officials said. Along with overhead space assets providing launch alerts, an Army-Navy/Transportable Radar Surveillance and Control radar in forward-based mode detected the targets and relayed track information to the Command, Control, Battle Management, and Communications system for further transmission to defending Ballistic Missile Defense System assets.

The *USS Decatur* with its Aegis Weapon System detected and tracked the first target with its onboard AN/SPY-1 radar. The Aegis ballistic missile defense weapon system devel-

oped a fire control solution, launched a Standard Missile-3 Block IA missile, and successfully intercepted the target.

In a demonstration of Ballistic Missile Defense System layered defense capabilities, a second AN/TPY-2 radar in terminal mode located with the Terminal High Altitude Area Defense weapon system acquired and tracked the target missiles. THAAD developed a fire control solution, launched a THAAD interceptor missile, and successfully intercepted the second medium-range ballistic missile target, officials said.

THAAD was operated by soldiers from the Alpha Battery, 2nd Air Defense Artillery Regiment. As a planned demonstration of THAAD's layered defense capabilities, a second THAAD interceptor was launched at the target destroyed by Aegis as a contingency in the event that the SM-3 did not achieve an intercept.

Initial indications are that all components performed as designed, Pentagon officials said. Missile Defense Agency officials will extensively assess and evaluate system performance based upon telemetry and other data obtained during the test, they added.

U.S. Ballistic Missile Defense System programs have completed 62 successful hit-to-kill intercepts in 78 flight test attempts since 2001, officials said.

Navy Program 'Excels' Alternative Energy

OFFICE OF NAVAL RESEARCH (SEPT. 9, 2013)

David Smalley

ARLINGTON, Va.—As the Department of the Navy (DoN) continues to emphasize the need for energy security, the Office of Naval Research (ONR) announced Sept. 9 it will increase its support for Energy Excelsator, a Hawaii-based program that funds development of new and innovative energy ideas.

The program, part of ONR's Asia-Pacific Technology and Education Program (APTEP), is an effort to discover groundbreaking energy technologies, and supports startup companies in bringing those technologies to the market.

The \$30 million investment from ONR will not only help such promising companies grow, but also draw in other partners to help energy innovation flourish. The current 17 Energy Excelsator portfolio companies have raised more than \$38 million in follow-on funding over the past three years.

"In the modern era, technological breakthroughs offer unprecedented opportunities to move toward diversified en-

ergy sources," said Dr. Richard Carlin, director of ONR's Sea Warfare and Weapons Department. "It's vital for our sailors and Marines, and the nation, to discover and develop new sustainable sources of energy—as well as dramatically improve the way we manage energy."

Hawaii is uniquely positioned for such research, experts say, with unparalleled wind, solar, bioenergy, wave, and geothermal resources. Its population is also keenly aware of the need for alternatives to fossil fuels because the state is dependent on imported oil for its power and energy use, and residents face the highest electricity costs in the nation.

APTEP and the Energy Excelsator program offer unique support for the nation's strategic pivot toward the Asia-Pacific region, as well as the Department of the Navy's Energy Goals, established by Secretary of the Navy Ray Mabus, to decrease Navy and Marine Corps dependence on fossil fuels.

The DoN's Energy Goals policy statement reads in part: "The United States Navy and Marine Corps rely far too much on petroleum, a dependency that degrades the strategic position of our country and the tactical performance of our forces. The global supply of oil is finite; it is becoming increasingly difficult to find and exploit, and over time cost continues to rise."

ONR's APTEP efforts are intended to help achieve the secretary's goals not only through science and technology breakthroughs, but also by encouraging technology commercialization and industry partnerships, as well as early education in science, technology, engineering, and math.

"Partnerships are vital if we're going to reach our energy goals," said Carlin. "With this program that helps small companies bring their products out of the lab and into the market, we're supporting a forward-thinking organization that can make a significant contribution to future energy needs."

The Energy Excelsator program provides seed money to companies looking to provide technological capability that can better integrate power from renewable energy sources like solar and wind; energy storage breakthroughs like smaller and more efficient batteries; transportation advances; and more.

"The Energy Excelsator helps startups succeed, starting in Hawaii—one of the best early markets for energy innovation," said Dawn Lippert, the project's senior manager. "We are excited to see ONR supporting companies that have the

potential to make a really big impact in solving global energy problems.”

ONR provides the science and technology necessary to maintain the Navy and Marine Corps’ technological advantage. Through its affiliates, ONR is a leader in science and technology with engagement in 50 states, 70 countries, 1,035 institutions of higher learning, and 914 industry partners. ONR employs approximately 1,400 people, comprising uniformed, civilian, and contract personnel with additional employees at the Naval Research Lab in Washington, D.C.

For more news from Office of Naval Research, visit <http://www.navy.mil/local/onr/>.

Acquisition Chief Discusses ‘Better Buying Power 2.0’

AMERICAN FORCES PRESS SERVICE (SEPT. 10, 2013)

Karen Parrish

WASHINGTON—The Pentagon’s chief of acquisition, technology and logistics told part of his workforce here last week about the Defense Department’s initiative to drive continuous improvement in defense acquisition programs.

Undersecretary of Defense for Acquisition, Technology and Logistics Frank Kendall spoke Sept. 3 with engineers, contracting officers, program managers, and others here about Better Buying Power 2.0.

Kendall outlined his view that a sequestration mechanism in budget law is likely to continue into fiscal year 2014, which begins Oct. 1, bringing with it \$52 billion in new spending cuts.

But no matter the budget picture, Kendall added, the acquisition workforce’s mission remains to “get as much as we can for the resources we’re given.”

In April, after the first round of sequester cuts hit, Kendall sent a memo to that workforce outlining the principles of Better Buying Power 2.0: achieve affordable programs, control costs throughout products’ life cycles, provide incentives for industrial productivity and innovation, eliminate unproductive processes and bureaucracy, and promote effective competition. The memo also emphasizes tradecraft and professionalism.

“I’m a big believer in the idea of continuous improvement. ... There isn’t any silver bullet. There are no magic solutions that we can apply,” Kendall said. And no single contract type or organizational structure can transform defense acquisition, he added.

“What we have to do is attack our cost structure on every possible front, do smart things as we manage, and have the capabilities that we need to do the job at the lowest possible levels,” he told his audience.

Increasing professionalism in the acquisition workforce is one “bookend” of 2.0, he said, along with the requirement for affordable programs. “These are the sort of things that enable an awful lot of other things, and if you don’t have them, you really can’t make much progress,” he said.

Kendall offered several examples of how acquisition professionals can work to keep programs affordable. Negotiating prices in the early stages of agreements, offering suitable incentives to industry, and selecting appropriate contract types all can drive down costs, he said.

He emphasized that as budget uncertainty continues, defense leaders have to look ahead at preserving key technological advantages. As cuts come, he said he told the workforce here, leaders may seek to offset the cost of military and civilian employees by cutting research and development and procurement “more than is healthy.”

“I want to preserve, particularly, our ability to build cutting-edge, better technologies, better capabilities than anybody else in the world in our key warfighting areas,” he added, noting that China and Russia increasingly challenge U.S. weapons superiority.

Such technologies may selectively require an unusually high level of investment to keep them viable, he said. “But in general,” he continued, “we don’t want to start something we can’t finish.”

Many program cancellations over past decades involved programs that were very ambitious, Kendall said, and some were never affordable. In the future, he added, coordinating closely on program requirements will be key to acquiring feasible, timely, affordable systems.

Kendall told his audience that Naval Air Systems Command is “one of the most professional organizations in DoD,” and that its staffs do impressive work. “But we can all be better,” he said.

“Professionalism is about that, and it’s also about getting the rest of DoD—particularly the uniformed leadership in the Services—to recognize the special expertise and special qualifications ... required for acquisition success,” he said.

He noted the basis of a “should cost” approach to acquisition is relatively uncomplicated: “Understand your costs, look for the opportunity to reduce costs, and do something about it,” he said.

The challenge for those equipping the nation’s armed forces is always to gain capability and reduce risk, Kendall said, but he also advised cultivating a cost-reducing approach instead of a money-spending approach.

“You should have a realistic plan for your budget, and you should try to execute to that plan, but before that comes, getting value for the taxpayer and the warfighter,” he said.

NAVAIR, as the command is known, provides full life-cycle support of naval aviation aircraft, weapons and systems operated by sailors and Marines. This support includes research, design, development and systems engineering, acquisition, test and evaluation, training facilities and equipment, repair and modification, and in-Service engineering and logistics support.

It is organized into eight communities of practice including: program management, contracts, research and engineering, test and evaluation, logistics and industrial operations, corporate operations, comptroller, and counsel.

The command provides people, processes, tools, training, mission facilities, and core technologies to naval aviation program executive officers and their program managers, who are responsible for meeting the cost, schedule, and performance requirements of programs that include tactical aircraft, assault and special mission, unmanned aviation and strike missions and—alternating lead with the Air Force—the Joint Strike Fighter.

Defense Department Announces Missile Defense Siting Study

AMERICAN FORCES PRESS SERVICE (SEPT. 12, 2013)

WASHINGTON—Pursuant to the fiscal year 2013 National Defense Authorization Act, the Defense Department has initiated a study to evaluate five candidate sites in the continental United States for the potential future deployment of additional ground-based interceptors, Pentagon officials announced today.

Two missile defense sites with long-range interceptor missiles already are active at Fort Greely, Alaska, and Vandenberg Air Force Base, Calif. Today, these sites provide protection for the United States against limited intercontinental ballistic missile attacks, officials said.

“In response to a congressional requirement, we are evaluating several sites in the continental United States for a potential future deployment of additional Ground-based Interceptors, or GBIs,” said Navy Vice Adm. James D. Syring, director of the Missile Defense Agency. “While the administration has not made a decision to build another missile defense facility in the U.S. for homeland defense, if a decision were to be made in the future to construct a new site, completing the required site study and environmental impact statement would shorten the timeline required to build such a site.”

Completing the mandatory siting study and the associated follow-on environmental impact statement would decrease the time necessary to build a site if a decision is made to do so, officials said. An environmental impact study would take 18 to 24 months to complete once the siting study is finished, they added.

A small Defense Department team will visit each candidate site to obtain information on basic infrastructure, including the electrical power supply, water resources, transportation access, and other areas for assessing the suitability of a potential site.

All of the sites are on federal land and are operated by the Defense Department, the National Guard, or both, officials said.

They are:

- Fort Drum, N.Y.;
- Camp Ethan Allen Training Site, Vt.;
- Naval Air Station Portsmouth SERE Training Area, Maine;
- Camp Ravenna Joint Training Center, Ohio; and
- Fort Custer Training Center, Mich.

Generals Speak to Importance, Relevancy of Nuclear Enterprise

AIR FORCE PUBLIC AFFAIRS AGENCY, OPERATING LOCATION-PENTAGON (SEPT. 18, 2013)

Tech. Sgt. Lesley Waters

Three Air Force generals discussed the state of the Service’s nuclear enterprise during the Air Force Association’s 2013 Air & Space Conference and Technology Exposition here Sept. 17.

Lt. Gen. James Kowalski, the Air Force Global Strike Command commander; Maj. Gen. Garrett Harencak, the Strategic Deterrence and Nuclear Integration assistant chief of staff; and Maj. Gen. Sandra Finan, the Air Force Nuclear Weapons Center commander, shared their perspectives on the nuclear enterprise and the role of deterrence in the nation’s defense.

"The challenges we face today, are different and much more complex than they were back [during the Cold War] in that ideological death struggle with the Soviet Union," Kowalski said to open the panel.

The only capability some countries have is nuclear weapons, which represent existential threats to the United States and the rest of the world.

Kowalski said the United States must be able to deter any adversary and assure any ally, maintaining an arsenal that is safe, secure, and effective.

Harencak covered three items that showed how safe, secure, and effective the U.S. stockpile is.

"First, we, your United States Air Force, do nuclear deterrence ops superbly, each and every day," Harencak said.

"There has not been a time where there has been a safer, more secure nuclear enterprise than today," Harencak said. "It is because of the senior leadership who are committed to the nuclear enterprise for today and the future."

"Second is the relevancy of deterrence and the triad," he said. "Deterrence is as relevant today in 2013, as it was in 1973, 1963, and 1953."

The triad refers to the three arms of the nation's nuclear arsenal, which consists of strategic bombers, intercontinental ballistic missiles, and submarine-launched ballistic missiles.

Harencak echoed Kowalski when he said how difficult it is in sustaining and modernizing the weapon systems to provide deterrence in an ever-evolving strategic environment.

He concluded his remarks by saying, "We maintain a safe, secure, and effective stockpile for the United States and its allies for as long as nuclear weapons exist."

Finan concluded the panel saying the Nuclear Weapons Center is responsible for delivering the nuclear capabilities the warfighters use. She highlighted how the NWC plans to recapitalize on the nuclear systems to include the ICBM program and depot maintenance concept.

"These programs will help us squeeze the value from every dollar we have," Finan said.

The Air Force is trying to extend the life of the nuclear systems by working closely with the Navy on an interoperable

warhead, she said, fusing capital assets and anything else to share costs and knowledge to make both more effective.

"We are facing some difficult challenges in the budget world," she said. "We have to deliver for the United States the nuclear capabilities with the resources we have."

The three-day conference is a professional development conference sponsored and conducted by AFA in support of the total Air Force.

Official Describes Evolution of Space Deterrence

AMERICAN FORCES PRESS SERVICE (SEPT. 19, 2013)

Karen Parrish

WASHINGTON—Space is a current and future battleground without terrain, where invisible enemies conceivably could mount undetectable attacks to devastating effect if the right deterrent and defensive plans aren't pursued now, the assistant defense secretary for global strategic affairs told a think tank audience here Sept. 17.

Madelyn R. Creedon spoke to a Stimson Center gathering whose audience included analysts focused on the question of deterrence in space. The center released a publication this week titled "Anti-satellite Weapons, Deterrence and Sino-American Space Relations," presenting a number of essays examining various perspectives on space deterrence.

Creedon noted that in Defense Department parlance, deterrence is "the prevention of action by the existence of a credible threat of unacceptable counteraction and/or the belief that the cost of action outweighs the perceived benefits." In other words, she said, if deterrence is effective, an adversary has or believes he has more to lose than to gain by attacking. Deterrence remains a core defense strategy for the United States, she added, and the nation's nuclear deterrent is "still alive and well."

Creedon acknowledged that one classic approach to considering space deterrence—that is, preventing potential enemies from attacking U.S. or partner satellites and other military or economic assets in space—is to try to apply lessons learned during the Cold War. Then, the United States and the Soviet Union kept an uneasy diplomatic truce and piled up enough nuclear weapons to guarantee mutually assured destruction.

But one flaw to comparing the two deterrent challenges, she said, is that an attack that disables a satellite, unlike one from a nuclear warhead that flattens a major city, doesn't threaten a nation's existence. Another is that the two superpowers spent decades constructing an elaborate, mirrored,

deterrent Cold War architecture and protocols, while space is still, comparatively, “the Wild West.” A third is that an attack in space or cyberspace may rely on digital rather than conventional weapons, and so could occur without warning or even detection.

“If there is an attack against a space asset, it isn’t visible,” she said. “You can’t watch it on CNN, and unless you’re directly affected by the capability that the space assets provide, you’re probably completely oblivious that the attack happened.”

She said DoD is developing and implementing what safeguards it can implement in space using four mutually supportive elements to deter others from taking action against U.S. assets:

- Working to internationalize norms and establish a code of conduct to enhance stability;
- Building coalitions to enhance security;
- Adding resilience to U.S. space architectures; and
- Preparing for an attack on U.S. and allied space assets using defenses “not necessarily in space.”

“We believe this four-element approach ... will bolster deterrence,” Creedon said.

The department is working with the State Department and international partners to define elements of good behavior in space, she said. “States must remain committed to enhance the welfare of humankind by cooperating with others to maintain the long-term sustainability, safety, security, and stability of the outer-space environment,” she added.

Creedon said work is underway to build deterrent coalitions and increase space awareness. She said the “Five Eyes” nations, which include the United States, United Kingdom, Canada, Australia, and New Zealand, are extending their intelligence cooperation to expand their collective space situational awareness.

“The more we all know about what’s going on in space, and the more we can all share with each other about what’s going on in space, [the better we can] we establish a ... deterrent environment so that no one can do something and get away with it,” she said.

The United States is meanwhile working to lower the benefit to potential attackers by employing more satellites, participating in satellite constellations with other countries, and purchasing payload space on commercial satellites when feasible.

Creedon said the U.S. approach to space deterrence is similar to its strategy in any domain: take “prudent preparations to survive, and to operate through, and, hopefully, prevail in any conflict.”

F-35 Program Chief Cites Steady Progress

AIR FORCE NEWS SERVICE (SEPT. 19, 2013)

Airman 1st Class Alexander W. Riedel

Citing changes to one of the Defense Department’s most ambitious acquisition programs, F-35 Lightning II development is making steady progress, the F-35 Joint Program Executive Officer said here Sept. 17.

Air Force Lt. Gen. Christopher C. Bogdan told military and industry experts at the Air Force Association’s 2013 Air & Space Conference and Technology Exposition that the program has changed for the better over recent years.

“A number of years ago there was not a great balance of risk between industry and the government,” Bogdan said, noting that a year later, the progress, though accelerating, will still take time.

Among the improvements, Bogdan reported increases in flight testing, including plus-ups in testing locations and qualified personnel resulting in increased production.

“This program is slow because it is vast,” he said. “Progress takes a lot of time, but time is something we don’t have a whole lot of.”

The general said he was confident the U.S. Air Force will have what it needs by 2016 to declare initial operating capability.

“I’m also confident that ... our Italian partners and our Israeli friends will get delivery of their airplanes.”

Other changes include the establishment of a “cost war room,” an industry-financed office, which Bogdan said integrates industry and government experts in manufacturing, supply-chain, and cost-analysis to monitor and control costs.

Also essential to driving down costs, Bogdan said, is increased buy-in and support from partner nations.

The general cited an example that the Netherlands recently announced their commitment to purchase the fifth-generation fighter as replacement for their aging fleet of F-16s.

“When we buy more aircraft, the price per airplane comes down,” Bogdan explained. “From a warfighting perspective, the ability for us to be side by side with our allies, flying the

same aircraft with ... similar capabilities in an [area of responsibility], is a very powerful signal to the rest of the world that we are one team."

Service Chiefs Detail 2014 Sequestration Effects

AMERICAN FORCES PRESS SERVICE (SEPT. 19, 2013)

Cheryl Pellerin

WASHINGTON—One after another yesterday in a hearing before a House panel, the nation's Service chiefs described how severe budget cuts required by law in fiscal year 2014 would slash their forces, capabilities and readiness, and raise security risks to the American people.

The House Armed Services Committee heard testimony on planning for sequestration in fiscal 2014 from Army Chief of Staff Gen. Ray Odierno, Chief of Naval Operations Adm. Jonathan W. Greenert, Air Force Chief of Staff Gen. Mark A. Welsh III, and Marine Corps Commandant Gen. James F. Amos.

Sequestration is the name for a decade-long series of severe budget cuts mandated by the Budget Control Act of 2011 that amount to \$470 billion taken from defense spending in addition to an equivalent cut that already was planned.

In fiscal 2013 the cuts, implemented only in the last half of the year and leading to six furlough days for DoD civilian employees, were \$37 billion. In fiscal 2014, they are estimated to be \$52 billion.

It is imperative to preserve the range of strategic options for the commander in chief, the secretary of defense, and Congress, Odierno told the panel.

"Together," the general said, "we must ensure our Army can deliver a trained and ready force that deters conflict, but when necessary has the capability and capacity to execute a sustained successful major combat operation. The Budget Control Act with sequestration simply does not allow us to do this."

If Congress does not act to mitigate the magnitude and speed of reductions with sequestration, Odierno said, the Army will not be able to fully execute requirements of the defense strategic guidance issued in 2012.

By the end of fiscal 2014, the Army will have significantly degraded readiness, as 85 percent of active and reserve brigade combat teams will be unprepared for contingency requirements, he said.



Lt. Gen. Christopher C. Bogdan leads a discussion about the requirements of the F-35 Joint Strike Fighter program at the Air Force Association's 2013 Air & Space Technology Exposition Sept. 17, 2013, in Washington, D.C. Bogdan is the program executive officer for the F-35 Lightning II Joint Program Office in Arlington, Va.

U.S. Air Force photo by Andy Morataya

From fiscal 2014 to fiscal 2017, as the Army continues to draw down and is restructured into a smaller force, its readiness will continue to degrade and modernization programs will experience extensive shortfalls, the general added.

"We'll be required to end, restructure, or delay over 100 acquisition programs, putting at risk the ground combat vehicle program, the armed aerial scout, the production and modernization of our other aviation programs, system upgrades for unmanned aerial vehicles, and the modernization of air defense command-and-control systems, just to name a few," Odierno told the panel.

Only in fiscal 2018 to fiscal 2023 will the Army begin to rebalance readiness and remodernization, the general said, but this will come at the expense of significant reductions in the Army's number of soldiers and its force structure.

The Army will be forced to take further cuts from a wartime high of 570,000 soldiers in the active Army, 358,000 in the Army National Guard, and 205,000 in the Army Reserve to no more than 420,000 in the active Army, 315,000 in the

Army National Guard, and 185,000 in the Army Reserve, the general said.

This represents a total Army end-strength reduction of more than 18 percent over seven years, a 26 percent reduction in the active Army, a 12 percent reduction in the Army National Guard, and a 9 percent reduction in the Army Reserve, he explained, adding that it also will cause a 45-percent reduction in active Army brigade combat teams.

"In my view, these reductions will put at substantial risk our ability to conduct even one sustained major combat operation," Odierno said.

Today's international environment and its emerging threats require a joint force with a ground component that has the capability and the capacity to deter and compel adversaries who threaten our national security interests," he said. "Sequestration severely threatens our ability to do this."

The Army is increasing its investment in the cyber domain, however, the general said, adding at least 1,800 people to that effort. And noting that the Army provides intelligence not only for the Army, but also for the broader strategic and operational force, he said Army officials are reviewing how they do that, but that the primacy of what it does in the intelligence community will not change.

In his comments to the panel, Greenert said sequestration also would reduce readiness in the Navy's preparations for fiscal 2014, with its impacts realized mainly in operations and maintenance, and in investments.

"There are several operational impacts, but the most concerning to me is that reductions in operations and maintenance accounts are going to result in having only one nondeployed carrier strike group and one amphibious-ready group trained and ready for surge operations," Greenert said.

"We have a covenant with the global combatant commanders and the national command authority," he told the panel. "We provide carrier strike groups forward ready on deployment, and that's generally two. We have two to three, generally three, ready to respond within about 14 days. And then we have about three within 60 to 90 days. That's what we've signed up to. That's called the fleet response plan. That has to change now."

The Navy also will be forced to cancel maintenance, inevitably leading to reduced life for ships and aircraft, he said, adding that the Service will conduct only safety-essential renovation of facilities, further increasing the maintenance backlog.

The Navy probably will be compelled to keep a hiring freeze in place for most of its civilian positions, Greenert added, affecting the spectrum and balance of the civilian force.

Because the Navy will not be able to use prior-year funds to mitigate sequestration cuts in its investment accounts as it could in fiscal 2013, without congressional action it will lose at least a Virginia-class submarine, a littoral combat ship, and an afloat forward-staging base, the admiral said.

"We will be forced to delay the delivery of the next aircraft carrier, the Ford, and will delay the mid-life overhaul of the *George Washington* aircraft carrier. Also we'll cancel procurement of 11 tactical aircraft," he noted.

Greenert said the Navy needs to transfer \$1 billion into its operations and maintenance account by January and \$1 billion into its procurement accounts post-sequestration to get shipbuilding back on track and to meet its essential needs.

"Other deliveries of programs and weapon systems may be delayed regardless," he added, "depending on the authority that we are granted to reappropriation funds between accounts."

On the topics of nuclear deterrence and cyber, Greenert said, "My job is to provide strategic nuclear deterrence, safe and credible, No. 1. Right behind that is cyber. ... We are staying the course on our cyber warrior plan that we've briefed in here. Through any budget scenario ... we have got to maintain that."

In his remarks, Welsh told the panel that if sequestration stays in place in fiscal 2014, the Air Force will be forced to cut flying hours by up to 15 percent.

"Within three to four months, many of our flying units will be unable to maintain mission readiness," he said. "We'll cancel or significantly curtail major exercises again, and we'll reduce our initial pilot production targets."

Over the long term, sequestration will significantly affect the Service's force structure, readiness and modernization, Welsh said, adding that over the next five years the Service could be forced to cut up to 25,000 total force airmen, or about 4 percent of its people.

"We also will probably have to cut up to 550 aircraft, about 9 percent of our inventory," the general said. "And to achieve the necessary savings in aircraft force structure, we'll be forced to divest entire fleets of aircraft."

To determine the proper force structure, the Air Force will prioritize global, long-range capabilities and multirole platforms needed to operate in a highly contested environment. Other platforms will be at risk, the general said.

"We plan to protect readiness to the maximum extent possible [and to] prioritize full-spectrum training, because if we're not ready for all possible scenarios, we'll be forced to accept what I believe is unnecessary risk, which means we may not get there in time, it may take the joint team longer to win, and our people will be placed at greater risk," Welsh added. Air Force modernization and recapitalization forecasts will be bleak if sequestration continues, he said, affecting every program.

"We will favor recapitalization over modernization whenever that decision is required," he said. "That's why our top three acquisition priorities will remain the KC-46, the F-35, and the long-range strike bomber."

The U.S. Air Force is the best in the world and a vital piece of the world's best military team, the general said, "but the impacts are going to be significant, and the risk occurs from readiness in the ways it impacts our airmen."

In his remarks to the panel, Amos said that for the Marine Corps to meet requirements of the defense strategic guidance it needs 186,800 active-duty Marines to meet steady-state requirements, go to war, and preserve a 1-to-3 ratio of deployed time to home-station time for Marines.

"Our share of the 2011 Budget Control Act's \$487 billion reduction cut our end strength to 182,000," he said. "Based on sequestration, I simply cannot afford a force that size." Sequestration will force the Marines to plow through scarce resources, funding old equipment and weapon systems to try to keep them functional, the general said.

The Marines will be forced to reduce or cancel modernization programs and infrastructure investments to maintain readiness for deployed and next-to-deploy units, he said. Money that should be available for procuring new equipment will be rerouted to maintenance and spare accounts for legacy equipment, including a 42-year-old Nixon-era amphibious assault vehicle, he added.

In February, the Marines initiated a parallel study to the Defense Department's Strategic Choices and Management Review, Amos said.

"Our exhaustive research, backed by independent analysis, determined that a force of 174,000 Marines is the smallest

force that can meet mission requirements. This is a force with levels of risk that are minimally acceptable," he said.

"For instance," he added, "assuming that global requirements for Marine forces remain the same over the foreseeable future, a force of 174,000 will drive the Marine Corps to a 1- to 2-dwell [ratio] for virtually all Marine units—gone six months, home 12 months, gone six months."

A force of that size accepts risk when the nation commits itself to the next major theater war, Amos said. The Marines would have 11 fewer combat arms battalions and 14 fewer aircraft squadrons.

"This is a single Marine major contingency operation force that would deploy and fight until the war's end," the general said. "In other words, we would come home when the war was over."

Marines who joined the corps during that period likely would go from drill field to battlefield, he added. Across the joint force, America would start to see shortfalls in the military's ability to accomplish its national strategy.

"Today we are seeing only the tip of the iceberg," Amos said. "Tomorrow's Marines will face violent extremism, battles for influence, and natural disasters. Developing states and nonstate actors will acquire new technology and advanced conventional weapons that will challenge our ability to project power and gain access."

To be effective in the new environment, he said, Marines must maintain their forward influence, strategic mobility, power projection, and rapid response capabilities they are known for today.

Army Materiel Command and Marine Corps Logistics Command Collaborate to Support Joint Warfighter

ARMY MATERIEL COMMAND (SEPT. 20, 2013)

ALBANY, Ga.—Two experts at keeping military fighting forces supplied and ready exchanged their experiences and ideas earlier this month.

Gen. Dennis L. Via, commanding general of the U.S. Army Materiel Command, visited the Marine Corps Logistics Command in Albany and met with its commander, Maj. Gen. John J. Broadmeadow on Sept. 12.

"This was a great opportunity to share information and look at more ways for us to collaborate in the future," Via said. "Our collective goal in supporting the joint warfighter calls for us to establish more interoperable capabilities."

AMC is the premier provider of Army and joint readiness to sustain the nation's strength. The command develops and delivers global readiness solutions to sustain unified land operations.

This was Via's first visit to the Marine Corps Logistics Command and also marked the first visit to the organization by a senior Army leader in recent history.

The meeting provided an opportunity to follow up on the support the Army Materiel Command already provides to the Marine Corps, which includes work at some of the command's depot maintenance facilities and in theater.

Discussions highlighted the common interests of both Services and delved into topics such as the pre-positioned stocks that each command maintains. As the Army's Lead Materiel Integrator, AMC maintains strategic-level equipment sets ready for world-wide operations. The leaders noted that strategic repositioning of materiel and equip-

ment is a key component of global agility and increases operational reach of the Joint Force.

Other topics of discussion included the retrograde of equipment from Afghanistan. The Army is currently moving about 97,000 containers, 45,000 vehicles, and more than 3 million individual pieces of equipment out of the combat environment.

Via invited Broadmeadow for a reciprocal visit to the Army Materiel Command so they could continue the collaborative effort.

Department of the Navy Prepares to Face New Challenges

DEFENSE MEDIA ACTIVITY - NAVY (AUG. 30, 2013)

WASHINGTON—Secretary of the Navy Ray Mabus today directed the office of the Deputy Under Secretary of the Navy/Deputy Chief Management Officer (DUSN/DCMO) to begin a comprehensive assessment of the business challenges facing the Navy and Marine Corps. He also instructed the offices of the DUSN/DCMO to begin developing a plan to address the multiple budgetary and resource challenges currently facing the Department of the Navy.

“This is about bringing real change to our department,” said Mabus. “This will ensure that the Navy and Marine Corps team remains the most effective and efficient expeditionary fighting force the world has ever known.”

“We've faced these challenges in the past,” said newly appointed DUSN/DCMO Tom Hicks, former Deputy Assistant Secretary for Energy. “But, to me, what's different now is that the scale is different and the stakes are higher.”

As the Navy and Marine Corps continue to adapt to an evolving fiscal and global environment after more than a decade of sustained conflict, they face a series of new challenges.



Army Materiel Command Commanding General Gen. Dennis L. Via (second from right) joins Marine Corps Logistics Command Commanding General Maj. Gen. John J. Broadmeadow (far right) for a tour of the Production Plant in Albany, Ga. The leaders discussed collaborative efforts to support the joint warfighter.

U.S. Army photo

“We don’t have a choice,” said Hicks. “We have to be out in front on this. The fiscal resources are very constrained and that’s not something that’s going to end anytime soon. It is, however, something that comes with the opportunity to really think, strategically, about how we conduct the business of the Department of the Navy in a way that maintains and protects the mission.”

“What’s paramount,” Hicks said, “is being able to accomplish the mission and being able to do so in a way that responds to the realities of the resources we have.”

Hicks, and those working in the office of the DUSN/DCMO, were selected to address possible areas of improvement in the business practices of the Department of the Navy due to a proven ability to drive change and the office’s position within the department’s organization.

“His [Hicks’] leadership as Deputy Assistant Secretary for Energy and his entire career have proven Mr. Hicks’ innovative vision and capacity to drive organizational change—exactly the credentials and mission for the DUSN/DCMO,” said Mabus.

Hicks looks forward to the task ahead. “We need to look at this as an opportunity to become the most efficient organization we can be in order to accomplish the mission when we’re called upon,” said Hicks.

“Fiscal challenges put a strain on, for example, how, where and when we train. That’s something we have to make sure doesn’t happen again and, through this effort, I think we can ensure that it doesn’t,” Hicks said. “What this means for sailors and Marines is that they will be able to do more of what we’ve actually asked them to do.”

Mabus directed the DUSN/DCMO to focus on the Secretary of the Navy priorities of people, platforms, power, and partnerships in accomplishing several specific tasks including:

- Developing and implementing a vision for large-scale Department of the Navy transformation to include clear goals and performance assessments.
- Resolving the Department of the Navy’s most pressing and complex business challenges.
- Identifying opportunities to shape and position the Department of the Navy to meet future budget and resource challenges.

An initial business transformation plan, an assessment of the Department’s biggest challenges, and a plan of action and milestones to include a plan for reshaping the Department of the Navy as part of a 20-percent headquarters manpower reduction are due to the Secretary of the Navy within 90 days.

While Hicks will head this drive to improve the Department of the Navy’s business practices, the initiative will require the efforts of the entire organization. “My goal is to do this in a way that it is a collaborative effort across the Department of the Navy to identify opportunities for efficiencies, financial savings, and staff savings,” said Hicks. “This is a proactive chance for us to be able to position ourselves to be able to conduct the department’s missions in the future.”

For more news from the Secretary of the Navy, visit <http://www.navy.mil/local/secnav/>.