

**AIR FORCE PRINT NEWS  
AF UNVEILS FORCE DEVELOPMENT  
PLAN**

*Tech Sgt. David A. Jablonski, USAF*

**W**ASHINGTON (Oct. 10, 2003)—Air Force leaders are launching a spread-the-word tour in November to explain force development, a new system that transforms how the Service will train, educate, and assign people to meet mission challenges.

Teams led by major command general officers will visit every base to explain the details of this initiative and to ensure officers understand the concept, policies, and procedures.

Although the first phase of implementing force development targets processes affecting members of the officer corps, all elements—enlisted, civilian, Reserve, and Air National Guard—will eventually benefit from the force development construct, said Air Force Chief of Staff Gen. John P. Jumper.

“Force development is all about getting the right people in the right job at the right time with the right skills to fight and win in support of our national security objectives, now and in the future,” he said. “It will result in significant changes to our current program of officer progression.”

As the chief of staff’s “change agent” for force development, the Air Force Senior Leadership Management Office is leading this effort. AFSLMO officials are working with key Air Staff and Air Force Personnel Center leaders to reassess and transform how the Air Force educates, trains, and assigns the total force.

Current and future phases of this transformation will include adjustments to officer academic and professional military education and professional development processes, enlisted professional development and professional military education programs, management of senior enlisted leaders, and development of Air Force civilian employees.

According to the AFSLMO director, Brig. Gen. Richard S. Hassan, force development doctrine consists of three levels: tactical, operational, and strategic.

At the tactical level, airmen will continue to concentrate on learning primary skills.

At the operational level, airmen begin developing complementary skills and an understanding of the broader Air Force perspective. They will learn how a wide variety of individual capabilities combine to complete an organization’s mission as well as the Air Force’s and its joint partners’.

At the strategic level, airmen combine skills and experiences to develop a knowledge base that extends beyond the Air Force into Defense Department, interagency, and international arenas.

“This is a huge cultural shift for our institution,” Hassan said. “Force development is about better development and better utilization of the total force. It also takes into account that all airmen will not necessarily need to be, or want to be developed through all three levels. We need great tactical and operational leaders in our Air Force and as the chief said, we will value each and every one of them, at all levels.”

Hassan compared the force development construct to the way the Air Force fights.

“When we’ve gone to war we [have] thought about it in terms of doctrine—how we would employ forces,” Hassan said. “For example, you don’t send an [Airborne Warning and Control System] or [Joint Surveillance Target Attack Radar System] over enemy territory uncovered. We deploy our assets in an integrated fashion, not one at a time. But we didn’t do the same thing with our people. In the current system, we think about officers and everybody else all separately, and in some cases leave them uncovered.”

It is all about taking care of the Air Force’s most valuable resource, Hassan said.

“What force development does is recognize their value, consider their expectations, and provide them with the right set of skills to help them be the best they can at what they do,” he said.

**DEPARTMENT OF DEFENSE NEWS  
RELEASE (OCT. 16, 2003)  
FLAG OFFICER ANNOUNCEMENT**

**N**avy Rear Adm. (lower half) Charles S. Hamilton II, has been nominated for appointment to the rank of rear admiral. Hamilton is currently serving as deputy Program Executive Officer for Ships, Naval Sea Systems Command, Washington, D.C.

**AMERICAN FORCES PRESS SERVICE  
SELECTING 'BEST PERSON' KEY TO  
PENTAGON RENOVATION SUCCESSES**

*K.L. Vantran*

**W**ASHINGTON, Oct. 22, 2003—One of the keys to the success of the Pentagon Renovation Program is putting the best person in the job, program manager Michael Sullivan said at the Federal Buildings Expo here today.

Sullivan began his presentation at the Washington Convention Center with an overview of his organization, noting that about 80 percent of his core staff is contractors.

When considering contractor firms, Sullivan said he looks for “superior past performance, a sound technical solution, and a good organization to implement it.” The lowest bid is not necessarily the determining factor, he added.

Innovative acquisition and execution was next on Sullivan's list. This includes looking at situations from different angles. “If you look at regulations as being the Bible, then you're probably lost. If you look at them as guidance, you can do a lot of innovative things,” he said.

Sullivan said the Pentagon renovation team polled local, state, and federal entities across the United States and asked what they were doing to motivate contractors. The staff also asked contractors what would motivate them.

“We tried to embrace that type of philosophy, to ask the people who are going to be motivated,” he added.

This led into Sullivan's next point—fostering a team environment. “All stakeholders need to be involved,” he stressed.

Measuring performance also is crucial to success, Sullivan said. “If you're not measuring, not keeping score, then you're only practicing,” he said, emphasizing that an organization must track performance to “be in the game.”

Knowing what the customer wants and delivering on those expectations matters as well, he said. “We're a service organization. We're here to execute projects. If we're not successful, then they don't need us.”

Each project, noted the manager, presents challenges, and the renovation of the Pentagon is no exception.



Program manager Michael Sullivan talks about the success of the Pentagon Renovation Project. Sullivan said the project, slated for completion in 2010, is “on track.” He was one of the featured speakers on the first day of the Oct. 22-23 Federal Buildings Expo at the Washington, D.C., Convention Center.  
*Photo by K.L. Vantran*

Among the challenges the renovation team faces are moving employees to temporary spaces so areas can be renovated and coordinating contractor work schedules.

A \$2.1 billion renovation of the 60-year old Pentagon began in 1993 and Wedge 1 was nearly completed when American Airlines Flight 77 crashed into the building Sept. 11, 2001.

The Pentagon, dedicated in 1943, is laid out in five concentric pentagonal “rings,” the “E” being the outermost and the “A” the innermost. The plane hit the renovated wedge as well as an adjoining section before stopping at “B” ring.

Renovations that included structural improvements such as blast-resistant windows and steel framing saved many lives, noted Sullivan. The renovated area had a new sprinkler system that Sullivan also credits with saving lives. The fire in Wedge 1 burned out in hours, while

Wedge 2, with no sprinklers, burned for more than two days, he added.

What just days before had been a routine renovation became known as the Phoenix Project. Construction crews worked tirelessly to rebuild Wedge 1 by Sept. 11, 2002. In February, the last group of employees returned to work in this area. In July, part of Wedge 2 was finished, and employees have returned to offices there as well.

Because of that fateful day, Sullivan said the remaining renovation has been accelerated. "Putting in steel cages and flash-resistant windows sooner will protect people sooner," he added. The projected completion date moved from 2014 to 2010. "It's aggressive, but we're doing it," he said.

"We're on track. We have to look out all the way to 2010," he added. "We have to pulse ourselves every day. We have to do crisis management every day to get through today's jobs, but we're focused on 2010."

Another project with unique challenges is the Pentagon Memorial, said Sullivan. The memorial will be 184 lighted benches, each containing the name of a person who perished in the terrorist attack. The memorial is funded through private contributions. Sullivan said the team had hoped the \$1.5 million would be raised by mid-November, but so far the fund has only \$50,000. The challenge, he added, is working with the contractor to see what may be done in the interim.

Ultimately, the key is to "be flexible and do what you think is right," Sullivan said.

### DEPARTMENT OF DEFENSE NEWS RELEASE (OCT. 23, 2003) **DOD ANNOUNCES RADIO FREQUENCY IDENTIFICATION POLICY**

**T**he Department of Defense announced today the establishment of a Radio Frequency Identification Policy (RFID). RFID technology greatly improves the management of inventory by providing hands-off processing. The equipment quickly accounts for and identifies massive inventories, enhancing the processing of materiel transactions to allow DoD to [realign resources and streamline business processes](#).

Implementation of RFID minimizes time spent through the normal means of inventory processing. This technology allows the improvement of data quality, items management, asset visibility, and maintenance of ma-

teriel. Further, RFID will enable DoD to improve business functions and facilitate all aspects of the DoD supply chain.

The new policy will require suppliers to put passive RFID tags on the lowest possible piece part/case/pallet packaging by January 2005. Acknowledging the impact on DoD suppliers, the Department plans to host an RFID Summit for Industry in February 2004. The RFID policy and implementation strategy will be finalized by June 2004.

RFID policy and the corresponding RFID tagging/labeling of DoD materiel are applicable to all items except bulk commodities such as sand, gravel, or liquids.

### AMERICAN FORCES PRESS SERVICE (OCT. 24, 2003) **MILITARY WORKS ON FASTER, ALL-DIGITAL TARGETING SYSTEM**

*Gerry J. Gilmore*

**W**ASHINGTON—The U.S. military is developing an advanced communications capability for tactical fighters that will tightly connect the sensors and cockpits of many aircraft.

The 2-year-old Tactical Targeting Network Technologies (TTNT) program links tactical jet fighters' sophisticated sensors and avionics with real-time, digital communications, explained Peter Highnam, a Defense Advanced Research Projects Agency employee who works in the agency's information exploitation office.

The envisioned result, Highnam said, is Information Age effectiveness in the complete process of detection, positive identification, targeting, meeting rules of engagement, strike, and confirmed destruction while minimizing collateral damage.

Highnam said TTNT is being developed to provide the networked infrastructure needed for what he called "the tremendous transformational potential of network-centric warfare."

He identified one example, the rapid and precise location of enemy ground-to-air defense systems. It has been demonstrated that this task is performed "orders of magnitude faster" and more accurately when the sensors on several aircraft work directly together, he said.

Today's military uses a legacy system called Link 16, Highnam explained, but TTNT—an all-digital approach using a broad set of technologies only recently devel-

oped—is far more advanced and can be inexpensively incorporated aboard jet fighters.

Using a cell phone analogy, Highnam compared Link 16 to older models that do a good job providing basic voice and low-rate data communications. TTNT, Highnam said, offers myriad communications conduits, just as today's advanced phones offer capabilities such as voice, e-mail, photos, and Internet capability. And all TTNT communications, he pointed out, will be secure.

“Take that [cell phone] notion, bring it across to the fast-paced world of tactical aircraft, [and that] is what we're about,” Highnam noted, citing TTNT's interoperability, high speed, low latency, and ease of use.

“Machine to machine is the only way to get the job done,” he concluded.

**AIR FORCE RESEARCH  
LABORATORY PRESS RELEASE  
(OCT. 24, 2003)  
AFRL-ROME AWARDS CONTRACTS FOR  
JAGUAR PROGRAM**

**R**OME, N.Y.—The Air Force Research Laboratory (AFRL) Information Directorate has awarded five contracts, with a combined value in excess of \$36.5 million, in support of the Joint Air/Ground Operations: Unified, Adaptive Replanning (JAGUAR) program of the Defense Advanced Research Projects Agency (DARPA), Arlington, Va.

The purpose of the JAGUAR program is to develop technologies that will enhance the capabilities of Air Operations Centers (AOCs), while reducing requirements for manpower.

Receiving awards from the directorate's Contracting Division were:

- The Charles Stark Draper Laboratory Inc., Cambridge, Mass., (\$9,337,937) to create and implement a system design for the JAGUAR program to provide a common information environment for component developers and to integrate the components into a unified software system.
- Lockheed Martin, Advanced Technology Laboratories, 3 Executive Campus, Cherry Hill, N.J., (\$8,000,000) to provide for design and development of a plan understanding and monitoring associate.
- BBNT Solutions LLC, Cambridge, Mass., (\$7,763,343) to develop the capability to update models of assets

and procedures that form the primitive elements of the plan. This will then allow a supervisor to quickly and accurately install new models into the overall JAGUAR software system.

- ALPHATECH, Inc., Burlington, Mass., (\$7,000,000) for design and development of a plan generator JAGUAR.
- Northrop Grumman of Fairfax, Va., (\$4,539,219) for “Experiment Design and Evaluation” for the entire JAGUAR process.

During the recent conflict in Iraq, the Central Command (CENTCOM) AOC staff was able to plan and conduct upwards of 2000 sorties per day, from dozens of bases, including search, strike, jamming and tanker support—mixing both fixed and relocatable targets with exquisite attention to hundreds of details for each mission.

However, several clear trends are converging that, without a great step forward in automation, may lead to prohibitive deployment, training, and logistical needs. These future requirements include more unmanned airborne platforms, increased multi-mission aircraft, more engagements per sortie, richer tactics, battlespace volatility, and the need for smaller staffs.

“JAGUAR will address future concerns by uniting technologies for plan generation, plan assessment, and model adaptation in a consistent, model-based framework that can respond to the forthcoming transformations in air operations,” said Carl A. Defranco Jr., program manager in the directorate's Information Systems Division.

“This framework will be explicitly aligned with Air Force efforts to insert advanced technology into the AOC, to enable rapid transition,” said Defranco, adding that a working prototype of the JAGUAR system is expected in early 2008.

The Information Directorate is serving as technical agent for the DARPA Information Exploitation Office, which develops technologies for sensing, exploitation, command/control, and information integration. The office is also responsible for combining selected technologies into network-centric systems that radically improve U.S. capabilities to prosecute ground targets in combat.

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AMERICAN FORCES PRESS SERVICE  
(OCT. 31, 2003)

**NAVY MEDICINE GOES MODULAR TO  
DELIVER TIMELY COMBAT CARE**

Gerry J. Gilmore

**W**ASHINGTON—The Navy today showcased a new, deployable medical system that's saving time—and servicemembers' lives.

The Expeditionary Medical Unit (EMU), Navy surgeon Capt. Martin L. Snyder explained while inside an EMU on display in the Pentagon's courtyard, is a rapidly deployable field hospital that's unlike any of its predecessors.

The “task-oriented” EMU is part of “making Navy medicine more expeditionary,” Snyder explained, by “getting our medical professionals farther forward, faster, to be able to deal with the combat casualties closer to the point of injury as we possibly can.”

Snyder, a 17-year veteran who operated on wounded troops during the Gulf War and also deployed to northern Kuwait during Operation Iraqi Freedom, said the first EMU deployment was to Djibouti, Africa, in September. That unit, he noted, is still in operation.

The logistics of moving military hospitals to the field “had to change,” Snyder asserted, noting some older field hospitals needed more than 30 acres of space and took as long as two weeks to set up.

Featuring lightweight, integral aluminum framing, the EMU's structure comes complete with heating and air-conditioning systems, Snyder said. The entire unit, he noted, can be erected on half an acre in about five hours. The modular EMU, Snyder said, can be configured and reconfigured to provide more or less space and additional or reduced amounts of medical care.

“It can be augmented to whatever size you need, and that's the beauty of it,” he explained, noting that with older Navy combat field hospitals, “you got what you got.”

Housed within the EMU's dun-colored walls of tenting are surgical facilities, a lab, X-ray equipment, a pharmacy, and more. Much of that gear, such as digital X-ray equipment and

blood analyzers, is also becoming lighter and, hence, easier to transport and set up, he said.

In fact, lab technician Chief Petty Officer Justin R. Sambo noted that the EMU's new 15-pound blood analyzer, which can detect diseases such as hepatitis, weighs hundreds of pounds less than its predecessor. Civilian contractor James Whittaker pointed out that new equipment eliminates the need for X-ray film and bulky, environmentally unfriendly photographic chemicals. And, he noted, the X-rays can be sent digitally to anywhere in the world.

That kind of progress, Navy Surgeon General Vice Adm. Michael L. Cowan pointed out, is representative of many advances military medicine has achieved over the past several years.

“I think that we've made huge leaps in several areas,” Cowan asserted, noting that military medicine across DoD serves more than 8 million customers, including family members and retirees.



Navy lab technician Chief Petty Officer Justin R. Sambo displays the Expeditionary Medical Unit's new 15-pound blood analyzer, which can detect diseases such as hepatitis. The new analyzer weighs hundreds of pounds less than its predecessor.

Photo by Gerry J. Gilmore

One such breakthrough, the admiral pointed out, is the “quick-clot” bandage that’s been used in treating casualties during Operation Iraqi Freedom.

“Virtually all of the people who die of [combat] wounds die of blood loss,” Cowan explained, noting “there are people alive today because we put that product in the field.”

Another innovative medical project now being worked separately by the Army and the Navy, Cowan continued, involves the development of a dehydrated blood substitute that can be reconstituted with sterile water in the field. Pending successful human studies, Cowan said he expects this new blood product to become available within a few years.

“This,” the admiral asserted, “will be the ‘next big thing’ in military medicine.

Prosecuting today’s asymmetrical style of warfare—such as in Iraq where U.S. forces first fought and defeated regular troops and are now confronting guerillas while providing reconstruction and humanitarian aid—requires flexibility, not only on the part of combat troops, but also support elements, to include combat medical care.

Cowan noted that the modular, “Lego-block,” EMU provides that kind of flexibility. The EMU, Snyder echoed, provides a transformational leap in combat medical care that can be tailored to fit the bill.

“If I go from high-intensity combat to, let’s say, humanitarian aid later on, I can now say, ‘OK, I need a pediatric unit,’” he concluded.

### OFFICE OF MANAGEMENT AND BUDGET NEWS RELEASE

(NOV. 4, 2003 )

#### **PRESIDENT TO NAME DAVID H. SAFAVIAN ADMINISTRATOR FOR FEDERAL PROCUREMENT POLICY, OFFICE OF MANAGEMENT AND BUDGET**

**T**he President announced today that he intends to nominate David Hossein Safavian of Michigan to be Administrator for Federal Procurement Policy, Office of Management and Budget, Executive Office of the President. Safavian currently serves as Chief of Staff for the General Services Administration in Washington, D.C. Prior to this position he served as Chief of Staff for Congressman Chris Cannon. Earlier in his career, Safavian served as a Shareholder and Managing Partner for Janus-Merritt Strategies, L.L.C. and as an As-

sociate Attorney for Preston, Gates and Ellis in Washington, D.C. He earned his bachelor’s degree from St. Louis University, his J.D. from the Detroit College of Law, and his LLM from the Georgetown University Law Center.

Safavian, if confirmed by the Senate, would oversee the Bush administration’s competitive sourcing initiative, a controversial effort to let contractors bid on tens of thousands of federal jobs.

### DEPARTMENT OF DEFENSE NEWS RELEASE (NOV. 10, 2003)

#### **FLAG OFFICER ASSIGNMENT**

**C**hief of Naval Operations Adm. Vern Clark announced the following flag officer assignment: Navy Rear Adm. (selectee) Robert E. Cowley III is being assigned as commander, Navy Exchange Service Command, Norfolk, Va. Cowley is currently serving as deputy for acquisition and business management, Office of the Assistant Secretary of the Navy (RD&A), Washington, D.C.

### U.S. AIR FORCE AGILE ACQUISITION NEWSLETTER (NOVEMBER 2003)

#### **FIRST PHASE OF PEO REALIGNMENT UNDERWAY**

**T**he realigning and relocation of the Air Force PEO element, designed to clarify lines of responsibility, and increase speed and credibility in acquisition programs is proceeding on schedule.

- The first major step in Phase 1 occurred Oct. 1 when the PEO for weapons moved from the Pentagon to Eglin Air Force Base, Fla. Maj. Gen Robert Chedister, who is also the commander of the Air Armaments Center, is now the PEO, backed up by Judy Stokley, his acquisition execution deputy.
- The realignment of the Weapons PEO will be followed in December with similar moves for the PEO for Command, Control and Combat Support (PEO/C2&CS) to Electronics Systems Center at Hanscom AFB, Mass., and the creation of a new PEO/Aircraft at the Aeronautical Systems Center at Wright-Patterson AFB, Ohio. The Aircraft PEO will be formed by merging the current PEO for Fighter and Bomber and PEO for Airlift and Tankers.

When implemented the Aircraft PEO will have responsibility for all aircraft programs except the F-35 Joint Strike Fighter and the F/A-22 Raptor. The F/A-22 will have its own PEO. The Joint Strike Fighter PEO responsibility will continue to rotate annually between the Navy

and Air Force. Each of those programs will have their own PEOs in Washington. The Air Force's PEO for Services also will remain in Washington.

**NATIONAL SECURITY AGENCY PRESS RELEASE (NOV. 14, 2003)**

**HARRY GATANAS RETURNS TO THE NATIONAL SECURITY AGENCY AS SENIOR ACQUISITION EXECUTIVE**

**L**t. Gen. Michael V. Hayden, Director, National Security Agency/Chief, Central Security Service (NSA/CSS), USAF, is pleased to announce that Harry D. Gatanas, a retired Army general, will be returning to NSA and reassuming the responsibilities of Senior Acquisition Executive (SAE). Gatanas brings to NSA/CSS over 28 years of active duty service in a wide variety of acquisition assignments. He has served in positions such as the Army's Director for Contracting and was the Army's key staff officer for weapons systems acquisition. During his previous assignment at NSA/CSS, he served as the Agency's first SAE and laid the foundation for broad, systemic reform within the functional areas of contracting and program management. Gatanas also established processes for major systems procurements and ensured that the NSA/CSS' acquisition workforce received the training and development necessary to keep pace with the Agency's revitalized acquisition programs .

Gatanas will officially begin his position at NSA/CSS in early December.

**DEPARTMENT OF HOMELAND SECURITY (DHS) PRESS RELEASE (NOV. 14, 2003)**

**SMALL BUSINESS INNOVATION RESEARCH (SBIR) SOLICITATION**

**T**he U.S. Department of Homeland Security's Science and Technology division announced today the release of a Small Business Innovation Research (SBIR) Program Solicitation by the Homeland Security Advanced Research Projects Agency (HSARPA). The notice, which is available at [www.fedbizopps.gov](http://www.fedbizopps.gov) and the DHS web site: [www.dhs.gov](http://www.dhs.gov), invites small businesses to submit innovative research proposals that address high priority technology areas of the DHS.

"In addition to acting as the driving force of our nation's economy, small businesses are leaders in developing new and unique technologies," said Dr. Charles McQueary, DHS Under Secretary for Science and Technology. "Through the SBIR Program we will introduce

HSARPA to small businesses and invite them to be a part of our team." Through this solicitation HSARPA is seeking proposals for the following research and development topics: new system/technologies to detect low vapor pressure chemicals; chem-bio sensors employing novel receptor scaffold; advanced low cost aerosol collectors for surveillance sensors and personal monitoring; computer modeling tool for vulnerability assessment of U.S. infrastructure; Marine asset tag tracking system; AIS tracking and collision avoidance equipment for small boats; ship compartment inspection device; and advanced secure supervisory control and data acquisition (SCADA) and related distributed control systems.

Participation in the HSARPA SBIR Program is restricted to for-profit small businesses in the United States with 500 or fewer employees, including all affiliated firms. Interested small firms will apply first for a six-month Phase I award not to exceed \$100,000, to define the scientific, technical, and commercial merit of a particular concept. Firms, whose concepts prove successful in Phase I, may be invited to apply for a two-year Phase II award not to exceed \$750,000 to further develop the concept, usually to the prototype stage.

"Our goal with the SBIR program is to benefit from the nation's small businesses in the research and development arena, a critical source of innovation," said Kevin Boshears, Director, of the Department of Homeland Security's Office of Small and Disadvantaged Business Utilization. "Like our small business procurement program, the SBIR program makes small business participation part of the Department's culture in support of our national mission."

The U.S. Department of Homeland Security's Science and Technology division serves as the primary research and development arm of the DHS, utilizing our nation's scientific and technological resources to provide federal, state, and local officials with the technology and capabilities to protect the homeland. HSARPA is the external research funding arm for the Department of Homeland Security. This agency within Science and Technology is expected to develop revolutionary changes in technologies that support homeland security, to advance those technologies that are "critical," and to "accelerate the prototyping and deployment of technologies" that reduce homeland vulnerabilities.

DEPARTMENT OF DEFENSE NEWS  
 RELEASE (NOV. 18, 2003)  
**DOD RELEASES SELECTED ACQUISITION  
 REPORTS**

The Department of Defense has released details on major defense acquisition program cost and schedule changes since the June 2003 reporting period. This information is based on the Selected Acquisition Reports (SARs) submitted to the Congress for the Sept. 30, 2003, reporting period. This report can be viewed at: <http://www.defenselink.mil/News/Nov2003/d20031118sar.pdf>.

SARs summarize the latest estimates of cost, schedule, and technical status. These reports are prepared annually in conjunction with the President's budget. Subsequent quarterly exception reports are required only for those programs experiencing unit cost increases of at least 15 percent or schedule delays of at least six months. Quarterly SARs are also submitted for initial reports, final reports, and for programs that are rebaselined at major milestone decisions.

The total program cost estimates provided in the SARs include research and development, procurement, military construction, and acquisition-related operation and maintenance (except for pre-Milestone B programs, which are limited to development costs pursuant to 10 USC §2432). Total program costs reflect actual costs to date as well as future anticipated costs. All estimates include anticipated inflation allowances.

The current estimate of program acquisition costs for programs covered by SARs for the prior reporting period (June 2003) was \$1,135,706.5 million. After adding the costs for new programs that were reported in the June 2003 reporting period (shown in the sidebar), the adjusted current estimate of program acquisition costs was \$1,246,366.3 million. There was a net cost increase of \$511.8 million (+ 0.04 percent) during the current reporting period (September 2003). This increase was due to the reallocation of seven EELV (Evolved Expendable Launch Vehicle) missions from Boeing to Lockheed Martin as a result of the Procurement Integrity Act remedy and increased prices on the EELV Buy II mission awards.

**September 2003 (77 programs)**

For the September 2003 reporting period, there were quarterly exception SARs submitted for four programs (GCSS ARMY, WIN-T, EELV, and SBIRS HIGH). The reasons for the submissions are provided below.

	Current Estimate (\$ in Millions)
<b>June 2003 (73 programs)</b> . . . . .	<b>\$1,135,706.5</b>
Plus four new programs (FCS, AGM-88E, ASDS, & E-2 AHE) . . . . .	+110,659.8
<b>June 2003 Adjusted (77 programs)</b> . . . . .	<b>+110,659.8</b>
<b>Changes Since Last Report:</b>	
Economic . . . . .	\$ 0.0
Quantity . . . . .	.0.0
Schedule . . . . .	.0.0
Engineering . . . . .	.0.0
Estimating . . . . .	+511.8
Other . . . . .	.0.0
Support . . . . .	.0.0
Net Cost Change . . . . .	\$+511.8
<b>September 2003 (77 programs)</b> . . . . .	<b>\$1,246,878.1</b>

**ARMY**

**GCSS (Global Combat Support System) ARMY**—The SAR was submitted to close-out reporting due to removal of GCSS Army from the Major Defense Acquisition Program (MDAP) list. The developmental approach for the program was restructured to take advantage of the latest commercial-off-the-shelf technology. SAR reporting will resume at System Development and Demonstration (Milestone B), currently planned for May 2005. No cost changes were reported.

**WIN-T (Warfighter Information Network–Tactical)**—An initial SAR was submitted for WIN-T following approval of System Development and Demonstration (Milestone B) in August 2003.

**AIR FORCE**

**EELV (Evolved Expendable Launch Vehicle)**—The SAR was submitted to report a schedule slip of 10 months (from September 2003 to July 2004) in the Operational Launch Service Demonstration for the Heavy Lift Vehicle (HLV). This delay was due to the downstream impact of government launches being prioritized to meet warfighter needs, slips in the launch dates of the first three Delta IV missions, and significant modifications to the Complex 37B launch pad to accommodate the HLV launch. Program costs increased \$511.8 million (+ 2.5 percent) from \$20,284.5 million to \$20,796.3 million, due to the reallocation of seven missions from Boeing to Lockheed Martin as a result of the Procurement Integrity Act remedy (+ \$223.8 million) and

## IN THE NEWS

increased prices on the Buy II mission awards (+ \$288.0 million).

**SBIRS (Space Based Infrared System) HIGH**—The SAR was submitted to report schedule slips of nine months (from May 2003 to February 2004) for the Highly Elliptical Orbit (HEO) Sensor 1 Delivery and 10 months (from November 2004 to September 2005) for the HEO Message Certification. HEO Sensor 1 Delivery has slipped due to a series of design deficiencies, technical issues identified during final performance testing, and problems meeting the Electromagnetic Interference specification. HEO Message Certification delays are due to the late delivery of the HEO 1 sensor payload and launch delays. No cost changes were reported.

Current Estimate  
(\$ in Millions)

**WIN-T (Warfighter Information  
Network—Tactical) . . . . . \$12,040.5**

### New SAR

(As of September 30, 2003) The Department of Defense has submitted an initial SAR for WIN-T (Warfighter Information Network—Tactical). This report does not represent cost growth. The baseline established on this program will be the point from which future changes will be measured. The current cost estimate is provided above.

## CAREER DEVELOPMENT

### PENN STATE UNIVERSITY AND DAU SIGN STRATEGIC PARTNERSHIP AGREEMENT

**O**n November 12, 2003, the Defense Acquisition University (DAU) signed a strategic partnership agreement with Penn State University. Under the terms of this agreement, DAU and Penn State will collaborate on research projects in the area of supply chain management, and DoD AT&L workforce members will have opportunities to earn online a special Certificate in Supply Chain Management from a recognized leader in this area of concentration.

### C/S SOLUTIONS, INC., AND DEKKER, LTD SIGN MEMORANDA OF AGREEMENT WITH DAU

**I**n ceremonies held at the Defense Acquisition University (DAU) on Nov. 19, 2003, DAU Commandant Army Col. Ronald Flom signed memoranda of understanding (MOUs) with C/S Solutions, Inc., and Dekker, Ltd. The MOUs established a strategic cooperative effort between DAU and the signing partners to share educational opportunities and materials in a mutually beneficial scenario. Both C/S Solutions and Dekker provide training centered on providing the best possible information on business practices to help clients develop world-class business management organizations.

The terms of the agreement will enable Department of Defense (DoD) personnel to attend C/S Solutions and

Dekker courses, facilitate involvement in DAU course development by both partners, and enable the partners to provide feedback to DAU on training pilots and other course development activities.

### EARN CONTINUOUS LEARNING POINTS

**T**o access DAU Continuous Learning Center modules that will help acquisition workforce members fulfill the USD(AT&L) requirement for 80 continuous learning points every two years, go to <http://clc.dau.mil>. Note that this is a separate program from Defense Acquisition Workforce Improvement Act (DAWIA) certification, and classes are open to everyone.

### NEW PERFORMANCE BASED LOGISTICS (PBL) COURSE

**T**he Defense Acquisition University has announced a new course focused on Performance Based Logistics. LOG-235 is a hybrid course, consisting of a distance learning portion (LOG-235A, prerequisite for 235B) and a resident classroom portion (LOG-235B). LOG-235B is now open for registration; LOG 235A opened for registration on Dec 1, 2003. Those interested in applying should use the DAU registration process at <http://www.dau.mil/registrar/apply.asp>.

To view the 235B class schedule, go to <http://acc.dau.mil/simplify/ev.php> and click on "235B" under "New PBL Course Offered."