

## Official Calls for 'Radical Changes' in Maintenance, Sustainment

AMERICAN FORCES PRESS SERVICE (DEC. 2, 2011)

Donna Miles

WASHINGTON—Praising the “absolutely phenomenal” way the United States has maintained and sustained its forces on the ground in Iraq and Afghanistan, a senior defense official said the military needs to do even better.

Budgetary demands and a persistent threat that shows no sign of going away require “radical changes” in how the military maintains an engaged, ready force, John B. Johns, deputy assistant secretary of defense for maintenance policy and programs, told attendees yesterday at this year’s Defense Logistics Conference here.

Johns drew a direct correlation between maintenance and sustainment operations and the combat capability and readiness they drive.

“The ability to conduct deterrence or to shape outcomes associated with our conflicts in the world is driven by what we view in the logistics community,” he said. “It is not how much stuff we have—it is how we employ it and how we sustain it.” Yet with the high costs associated with maintenance and sustainment—second only in the Defense Department budget to manpower costs—Johns said it’s obvious that more cuts are on the way.

“If you haven’t felt the pressure yet, then get ready, because it’s coming,” he told the audience.

Also clear, he said, is that what has worked in the past won’t be enough in the future.

“Referring to past success is good ... but not instructive about where we need to go,” Johns said. “We are talking about fundamental new levels of efficiency and effectiveness, of agility and flexibility.”

That includes a 50 percent reduction in average cycle times, Johns said, and a 25 percent cost reduction by 2020. Even defense activities that already have demonstrated major improvements will have to meet these new levels, he said.

“These are not trivial numbers,” Johns acknowledged. “But those are the numbers that are going to get us where we need to be.”

And if the department falls short of that goal, “we are exceeding the resources that we are going to have available,” he said. “We will not make the warfighting requirements or

generate the warfighting capability required if we are not operating at that level of performance.”

Johns encouraged leaders within the maintenance and sustainment community to make the hard decisions and encourage innovation to address this challenge. “The change is here, and we can lead and shape it,” he said.

But if pressured to take unacceptably large cuts, he urged them to defend the budgets needed to sustain a force that provides credible deterrence and is able to shape the outcomes of conflict or potential conflict.

What’s at stake for the United States as the department deals with its fiscal challenges is huge, Johns said.

“If we don’t make the right decisions with regard to addressing pressure from a budgetary perspective and pressure generated by the full-spectrum threat, we will make serious mistakes that put this at risk,” he said. “And we cannot afford to do that.”

## Lockheed Martin Rolls-Out Final F-22 Raptor

94TH AIRLIFT WING PUBLIC AFFAIRS (DEC. 15, 2011)

Senior Airman Danielle Purnell

MARIETTA, Ga.—The final F-22 Raptor to be built for the U.S. Air Force, tail number 4195, rolled off the Lockheed Martin Aeronautics assembly line during a ceremony Dec. 13 at the company’s Marietta plant.

The fighter jet is the last of 187 F-22s produced, marking a bittersweet moment for members of the F-22 team.

It has been a memorable journey, said Shan Cooper, the Lockheed Martin Aeronautics company vice president and Marietta site general manager. The first part was created here in 1994. The jet was placed on the assembly line in 1995 and then first rolled out in 1997. Today we mark a graduation of sorts as we roll the last F-22 off this assembly line and get it ready to go out and defend America.

“While the Raptor itself is eye-watering, the people on Team Raptor have made the F-22 what it is today,” Cooper said.

Lockheed Martin’s Aeronautics division employs about 2,000 people for the F-22 program at its Marietta facility. Together, the team built the first 5th generation fighter with world-class results.

“You reduced the labor hours by 300 percent,” said Jeff Babbione, Lockheed Martin’s F-22 program manager. “You’ve

delivered 55 zero-defect jets to date, and you have had more than five years of on-time deliveries.”

Tail No. 4195 is the culmination of all those successes. It is the 195th F-22 to roll off the line and into the Air Force fleet. Eight of those jets were built for developmental purposes.

The F-22 combines stealth, advanced sensors, and advanced air-to-air and air-to-ground weapons that make it possible for the aircraft to cruise faster than the speed of sound without being detected.

However, the \$143 million price tag per aircraft, along with the current state of the economy and changes in the military requirements for post Cold-War challenges, lead government officials to the decision to officially cease production of the F-22 in 2009.

This is why we must create a more economical fighter aircraft, said Col. Sean Frisbee, the F-22 system program manager at Wright-Patterson Air Force Base, Ohio.

While the ceremony marked the end of an era for the F-22, the shutdown of the production line also signified the beginning of a new chapter of sustaining and upgrading the Raptor.

“This is only the beginning,” Frisbee said. “The next phase will include greater capability to an already incredible aircraft.”

The final Raptor will enter a series of company and government flight tests, according to Lockheed Martin officials. Tail No. 4195 will then be delivered in May to the 3rd Wing’s 525th Fighter Squadron, commanded by Lt. Col. Paul Moga, at Joint Base Elmendorf-Richardson, Alaska.

**Obama: Future Force Will be Smaller, Agile, Ready**

AMERICAN FORCES PRESS SERVICE (JAN. 5, 2012)

Cheryl Pellerin

WASHINGTON—At a moment of national transition, the United States is reshaping defense priorities and its military force to sustain U.S. global leadership and respond to changing security and fiscal needs, President Barack Obama said this morning at the Pentagon.



The final F-22 Raptor fighter jet to be produced for the Air Force is displayed before being rolled off the Lockheed Martin assembly line during a ceremony Dec. 13, 2011, in Marietta, Ga. The jet is the last of 187 F-22s produced for the Air Force, completing its operational fleet.  
U.S. Air Force photo by Senior Airman Danielle Purnell

Obama, the first president to address reporters in the Pentagon briefing room, joined Defense Secretary Leon E. Panetta and Army Gen. Martin E. Dempsey, chairman of the Joint Chiefs of Staff, to introduce a new military strategy that sets priorities for a 21st century defense.

“The United States of America is the greatest force for freedom and security that the world has ever known,” Obama said. “In no small measure, that’s because we’ve built the best-trained, best-led, best-equipped military in history—and as commander in chief, I’m going to keep it that way.”

Even as the tide of war recedes and U.S. forces prevail in today’s missions, he added, “we have the opportunity and the responsibility to look ahead to the force we need for the future.”

Looking beyond the wars in Iraq and Afghanistan and long-term nation-building with large military footprints, Obama said, the United States will be able to ensure its security with smaller conventional ground forces and by investing in capabilities that include intelligence, surveillance, and reconnaissance and the ability to operate in environments where adversaries try to deny access.

“Yes, our military will be leaner,” he said, “but the world must know the United States is going to maintain our military superiority with armed forces that are agile, flexible, and ready for the full range of contingencies and threats.”

Panetta said the department would need to make a strategic shift regardless of the nation’s fiscal situation.

“We are at that point in history,” the secretary added. “That’s the reality of the world we live in.”

But he stressed that the U.S. military will remain capable across the spectrum.

“We will continue to conduct a complex set of missions ranging from counterterrorism, ranging from countering weapons of mass destruction to maintaining a safe, secure, and effective nuclear deterrent,” Panetta said, adding that the department will be “fully prepared to protect our interests, defend our homeland, and support civil authorities.”

The Defense Strategic Guidance document released today says the future force will be led by the world’s finest, best cared for, and battle-tested all-volunteer military—one that will be smaller, but that also will be flexible, agile, and ready. The force will be leaner, further reducing the cost of doing business and finding efficiencies in overhead, business practices, and other support activities, according to the guid-

ance. It also will be technologically superior, the document adds, and networked across the Services as well as with diplomatic, development and intelligence agencies, allies, and partners. The strategy also outlines a force that will be able to regenerate and mobilize for an unpredictable future, preserving the U.S. industrial base.

“As a global force, our military will never be doing only one thing,” Panetta said. “It will be responsible for a range of missions and activities across the globe of varying scope, duration, and strategic priority. This will place a premium on flexible and adaptable forces that can respond quickly and effectively to a variety of contingencies and potential adversaries.”

With the end of U.S. military commitments in Iraq and the drawdown under way in Afghanistan, the secretary said, the Army and Marine Corps will no longer need to be sized to support the kind of large-scale, long-term stability operations that have dominated military priorities and force generation over the past decade.

Continuing investments in special operations forces, in new technologies such as ISR and unmanned systems and in space, and especially cyberspace capabilities, will help the force “retain and continue to refine and institutionalize the expertise and capabilities that have been gained at such great cost over the last decade,” Panetta said.

Most importantly, the secretary added, “we will structure and pace reductions in the nation’s ground forces in such a way that they can surge, regenerate, and mobilize capabilities needed for any contingency.”

Building in reversibility and the ability to quickly mobilize will be critical, he said.

“That means re-examining the mix of elements in the active and reserve components,” Panetta said. “It means maintaining a strong National Guard and Reserve. It means retaining a healthy cadre of experienced [noncommissioned officers] and midgrade officers, and preserving the health and viability of the nation’s defense industrial base.”

The strategy, Dempsey said, is sound.

“It ensures we remain the pre-eminent military in the world,” the chairman told reporters. “It preserves the talent of the all-volunteer force, it takes into account the lessons of the last 10 years of war, [and] it acknowledges the imperative of a global, networked, and full-spectrum joint force.”

The strategy calls for innovation—new ways of operating and partnering, Dempsey said, adding that it rebalances the defense focus by region and mission and makes important investments in emerging and proven capabilities such as cyber and special operations.

“Fundamentally,” the chairman said, “our strategy has always been about our ability to respond to global contingencies wherever and whenever they happen. This does not change. We will always provide a range of options for our nation. We can and will always be able to do more than one thing at a time. More importantly, wherever we are confronted and in whatever sequence, we will win.”

All strategies accept some risk, he acknowledged.

“Because we will be somewhat smaller, these risks will be measured in time and capacity,” the general said. “However, we have to be honest—we could face even greater risks if we did not change from our current approach.”

The outcome is not perfect, the chairman said, but “it gives us what we need—in this world and within this budget—to provide the best possible defense for our nation at a time of great transitions. It prepares us for what we anticipate needing in 2020.”

The nation faces a difficult fiscal situation and in many ways is at a crisis point, Panetta said.

“But I believe that in every crisis there is opportunity,” he added. “Out of this crisis, we have the opportunity to end the old ways of doing business and to build a modern force for the 21st century that can win today’s wars and successfully confront any enemy and respond to any threat and any challenge of the future.

“Our responsibility—my responsibility as secretary of defense—is to protect the nation’s security and to keep America safe,” he continued. “With this joint force, I am confident that we can effectively defend the United States of America.”



President Barack Obama briefs the press on a new defense strategy as Defense Secretary Leon E. Panetta and Deputy Defense Secretary Ashton B. Carter prepare to offer remarks at the Pentagon, Jan. 5, 2012. DoD photo by Erin A. Kirk-Cuomo

### **Military Logistics Strained, but Healthy, Official Says**

AMERICAN FORCES PRESS SERVICE (JAN. 13, 2012)

Jim Garamone

WASHINGTON—The state of military logistics is healthy and servicemembers are doing amazing things to supply operations around the world, but the system is strained as a result of 10 years of war, the Joint Staff’s director of logistics said here.

Lt. Gen. Brooks L. Bash said military logisticians are, in many respects, the unsung heroes of America’s 21st century wars. In the past year alone, they orchestrated the withdrawal of tens of thousands of American servicemembers and millions of pieces of equipment from Iraq. They supplied forces fighting in Afghanistan, even as political considerations closed a key route into the landlocked country.

They did all this while continuing their “everyday” missions—handling permanent changes of station for tens of thousands of servicemembers, ensuring training requirements are met, and ensuring that forward-deployed personnel around the world have what they need to do their missions. They also have supplied allies and other U.S. government agencies, and they have kicked into even higher gear to aid people around the world hit by natural disasters.

"No other country in the world can do what we're doing," Bash said. "We're flying and taking stuff halfway around the world. The fact that Afghanistan is a landlocked country adds to the challenge. Simultaneously completing the Iraq drawdown and then, oh, by the way, doing Haiti, tsunami, and whatever else pops up, and also supporting the combatant commanders in their regions with what they're doing every day."

And logisticians are sustaining the effort. Other countries can get troops to remote areas of the world, but they cannot sustain operations in those regions like the U.S. military can, the general said.

Afghanistan is a case in point. It is one of the more remote areas on the planet. It is landlocked. Pakistan closed the border crossings from the port of Karachi to Afghanistan following an accident on the border that killed 24 Pakistani soldiers.

Even though those gates are closed, Bash noted, American, international, and Afghan forces are still getting what they need. The American logistics effort supplies 91,000 U.S. personnel with the food, ammunition, fuel, spare parts, armored vehicles, and whatever else they need.

"The first thing we did was we planned for it," the general said. The Pakistanis had closed the gates to Afghanistan before, and logisticians planned for the possibility.

Planners looked at alternatives to the Pakistani gates. They examined supplying troops by air, Bash said, but that is expensive and can be limited. They developed the Northern Distribution Network—an effort that connects Baltic and Caspian Sea ports with Afghanistan through Russia and the countries of Central Asia and the Caucasus.

"We ... have shifted about 30 percent of what was coming in through Pakistan to the northern distribution," Bash said. "It has more capability, and then we built up some of our stocks."

Logisticians built up 60 days worth of stocks in Afghanistan. "But because of the northern distribution being open, ... it is having little to no operational impact," he said.

This is more expensive, but it is effective, the general said. About 85 percent of fuel, for example, comes through the Northern Distribution Network. Logisticians also are using more airlift, and that causes problems on its own, the general said.

Allies, likewise, built up stocks. "We have acquisition cross-servicing agreements with them so that, if they do come up short, then we can help them out through those sorts of agreements," Bash said.

So while there are no shortages, the increased tempo imposes its own price on logisticians.

"There are areas in logistics—some of our specialty areas and our equipment and others that need to be recapitalized and reset," Bash said. Putting flight hours on airplanes and helicopters and putting miles on mine-resistant, ambush-protected vehicles, for example, takes a toll on the equipment, he explained.

And there is a cost to the people in the logistics enterprise as well, Bash said, but they continue to get the job done.

"I would say our logisticians are the most experienced in history," he said. Logistics personnel are the greatest combat multiplier in the logistics enterprise, he added.

Educating and training those personnel is key to success in the future, the general said.

"We might decrease the number of our people, but the people we do have, we need to make sure they're experienced and trained properly," he said. "We can't shortcut ourselves on that piece to save some money, because it's the people when we talk about avoiding a hollow force."

Force structure adjustments will be necessary in the logistics field, the general said, and the Defense Department must be careful to preserve what truly is necessary—first of all, the people needed for the effort—regardless of the budget situation.

It's also important, Bash said, to ensure there is not a mismatch between strategy and resources.

"If you have a strategy that's larger than your force structure, then that's a different type of hollowness than we typically think of as a hollow force," he said.

Another necessity is access. The best fighting force in the world is no good if it cannot get to the scene of a fight and sustain itself, Bash noted. This means getting the airports, seaports, railheads, and overflight permissions needed. It also means the combatant commanders, long before any problems develop, must have the relationships needed to make it happen when push comes to shove, he said.

A final multiplier is operational contract support.

"Now, this is a maturing and evolving mission area that, 10 years ago, we had no doctrine for and we didn't think about much," he said.

The general used Iraq as an example. "Two years ago, we had 170,000 contractors [in Iraq]," he said. "They were providing a lot of logistic capabilities."

Contractors handled food service, fuel, security, and the mission. Bash cited a Congressional Budget Office report that said the U.S. Government saved about 90 cents on the dollar by using contractors over uniformed personnel.

"How is that possible?" he asked. "Well, you don't have to recruit. You don't have to train. You don't have to retain. You don't have pay and allowances. You don't have retirements. You don't have health care.

"That's 170,000 people we would have had in uniform to do the same job," he continued. "We were able to quickly expand and quickly retract." He called this the epitome of the "reversibility" that defense leaders increasingly are talking about in military strategy going forward.

A quote variously attributed to Gen. of the Army Dwight D. Eisenhower and Gen. of the Army Omar Bradley is: "Amateurs study strategy. Professionals study logistics." The U.S. military certainly subscribes to this, Bash said.

The bottom line, he added, is that the logistics enterprise system is healthy and able to do all the country asks of it now. It needs study and care, however, if it is to remain the world-class operation for the future, he said.

### **Army Acquisition Executive Emphasizes Affordability**

*U.S. ARMY INSTALLATION MANAGEMENT COMMAND (JAN. 17, 2012)*

*Edward Lopez*

PICATINNY ARSENAL, N.J.—From firing a new enhanced performance round to actively seeking input from mid-career managers, Heidi Shyu's whirlwind visit Dec. 20 to Picatinny Arsenal included a town hall in which she underscored the need to streamline acquisition.

Shyu, the acting assistant secretary of the Army for acquisition, logistics, and technology, or ASA(ALT), received hands-on demonstrations showcasing Picatinny's research and development in support of mounted and dismounted warrior, fire support,, air power, and naval systems.

As part of her visit, Shyu fired the cased telescoped light machine gun and the new M855A1 Enhanced Performance Round from an M4 carbine.

The fielding of the round earned the Program Executive Office for Ammunition at Picatinny the prestigious David Packard Acquisition Excellence Award.

In the town hall meeting with employees, Shyu's emphasis on affordability and efficiency came against a background in which steady increases in military spending, triggered by the 9/11 attacks on the United States, have drawn greater attention during the current economic downturn.

"What goes up, must come down. It's unaffordable to go upward forever," Shyu said.

"As we start to come down in our budget, one of the things we absolutely must do is be more efficient," she continued. "Because otherwise, we buy less and less. So we're focusing on affordability. We're focusing on efficiency."

Various events have heightened attention on military spending:

- Osama bin Laden, who from his sanctuary in Afghanistan is credited with orchestrating the 9/11 attacks, was killed by Navy SEALs in neighboring Pakistan in May 2011.
- The war in Iraq, which has served as a rallying point for robust military spending, officially ended in December 2011.
- The war in Afghanistan is winding down, with the Obama administration stating that Afghanistan will be responsible for its own security by 2014.
- A severe economic downturn accompanied by high unemployment and a weak housing market has amplified discussion about government spending priorities.

As an example of the need to streamline acquisition, Shyu said major programs such as Acquisition Category I take very long to mature.

ACAT I programs are estimated to require eventual expenditure for research, development, test, and evaluation of more than \$365 million (fiscal year 2000 constant dollars) or procurement of more than \$2.19 billion.

"They create acquisition strategy documents that are 200-300 pages," Shyu said.

"All we're looking for is 20 pages. Just tell us exactly what is it you are trying to buy in terms of capabilities. What product are you trying to develop? What's your strategy, what type of contracts? The questions we're asking are pretty simple,"

she explained. “We don’t quite understand why there are 200 to 300 pages. It’s a lot of work and it doesn’t say much. We’re trying to streamline all this.”

Shyu said ongoing discussions with the Training and Doctrine Command are intended to result in product requirements that are more realistic and achievable with incremental improvements over time.

“Requirements drive everything,” Shyu noted. “If we set the requirements way up here, it forces you to develop technology that is immature as a part of the program. What happens? Technology takes longer than you thought. It costs more money than you thought.”

“The program stretches out, stretches out, and pretty soon they lose interest in your program and they kill it,” she said. “I call that the death spiral.”

With incremental improvements that are more achievable, Shyu said, “I can get things out to the warfighter a lot sooner.”

As part of ongoing efforts to balance the workforce, Shyu said core skill sets needed for program executive offices are being studied. That effort is coupled with a look at the number of military, civilian, and contractor personnel.

Shyu also noted that strengthening the contracting workforce is a major theme, driving increased hiring in recent years.

The Army acquisition executive also said she is working closely with Gen. Ann E. Dunwoody, commander of the



**Shyu Learns about Accelerated Precision Mortar Initiative**

Ted Hom discusses the Accelerated Precision Mortar Initiative, or APMI, of which he is branch chief, with Heidi Shyu, the acting assistant secretary of the Army for Acquisition, Logistics, and Technology. U.S. Army photo

Army Materiel Command, to determine if AMC has skill sets that could support the program executive offices.

Shyu opened the town hall by acknowledging and congratulating Picatinny Arsenal for its many accomplishments in 2011, including winning six out of 10 Army Greatest Inventions, the Large Laboratory of the Year, and the David Packard Acquisition Excellence Award.

After her visit, she sent a message to Brig. Gen. Jonathan A. Maddux, Picatinny commanding general, who hosted the visit along with U.S. Army Armament Research, Development and Engineering Center Director Gerardo Melendez.

“You guys are doing great stuff,” she said. “I saw excellent collaboration across the entire materiel enterprise as well as a dedicated focus on cross-Service collaboration. Your workforce is top-notch.”

*Lopez is with U.S. Army Installation Management Command.*

### **Smaller Carbon Footprint Means Fewer Risks, Official Says**

AMERICAN FORCES PRESS SERVICE (JAN. 19, 2012)

Cheryl Pellerin

WASHINGTON—A hard push by the Defense Department and the military services to reduce dependence on fossil fuels will shrink risks on the battlefield along with the Pentagon's carbon footprint, a DoD official said yesterday.

Oliver Fritz is deputy director for policy in the office of the under secretary of defense for acquisition, technology and logistics, and assistant secretary of defense for operational energy plans and programs.

He joined energy experts from each Service here in a panel discussion during the 12th National Conference on Science, Policy, and the Environment about how DoD can drive clean energy innovation.

"Historically, energy has been a decisive factor in warfighting, ... most recently in Afghanistan and Iraq, where you see fuel not only being needed in increasing quantities, but being moved over a battlefield without front lines," Fritz said. Many American lives have been lost on such convoys, he added, moving fuel or protecting it.

Substituting solar energy, biofuel, and other technologies can pay off in warfighting capability, Fritz said.

"Those technologies are cleaner and do have a lower carbon footprint," he said, "and in a way, that carbon footprint is a metaphor for some of the logistics risks that we're trying to reduce."

The Defense Department released its first operational energy strategy in June to improve energy efficiency and costs, and to support strategic goals and lower risks to warfighters. Broad strategic changes that include the decline of front lines and the emergence of anti-access technologies like missiles and roadside bombs "designed to disrupt our ability to freely maneuver, whether that's around Afghanistan or around the globe, are forcing us to rethink how we are going to project and sustain power if our logistics are under attack," Fritz said.

The strategy urged more fight with less fuel, more options with less risk, and more capability with less cost, he added, and clean technologies can help to make those things happen.

"The strategy was issued last year, and we're in the process of implementing that. ... But in addition to having meetings

at the Pentagon, we're actually trying to make a difference on the battlefield," Fritz said.

In Afghanistan, this means a new suite of more efficient generators and centralized power.

"Our current approach to base camps often uses a lot of decentralized spot-power generation," he said. "So we're trying to improve the efficiency of those generators, and at some bases where we can have larger power plants with [electric] grids, which are much more efficient."

The Navy and Marine Corps are developing experimental forward operating bases called exFOBs, testing them in the United States and deploying them to Afghanistan. The bases use small-scale water purification; energy-efficient lighting; and photovoltaic, or solar-based energy harvesting to reduce the need to transport fuel and water over long distances.

"The Marines with their exFOB and a series of Army initiatives are deploying a host of energy-efficient technologies," Fritz said. "Whether it's shelters and tent shades or solar power generation, there's a range of material solutions that both ground components are pushing into the field."

The Air Force, the department's largest consumer of energy, has been modifying how it flies its aircraft, changing aircraft altitudes and routes and optimizing aircraft loading.

"That alone is slated to save over \$500 million in fuel," the deputy director said.

"That's not a revolutionary change in reducing our energy, but it's a solid first step. If you start doing those incremental things across the force, they add up," Fritz added.

"We use about 2.5 billion gallons of fuel every year. Our energy bill is about \$9 billion, ... and 84 percent of that is for aviation fuel," said Kevin Geiss, deputy secretary of the Air Force for energy in the office of the assistant secretary for installations, environment and logistics.

The Air Force is reducing demand, increasing supply and changing the culture across the service, he added, "to make energy a consideration in everything we do."

The Navy is executing a range of initiatives in ship coatings, propulsion options, a hybrid-electric drive, and a new amphibious ship that is dramatically more efficient.

This year off the Hawaiian coast, an exercise will demonstrate a green strike group of Navy ships, and by 2016 the Navy plans to deploy a "Great Green Fleet" powered entirely

by alternative fuels, said Chris Tindal, director of operational energy in the office of the deputy assistant secretary of the navy for energy.

For the Hawaii exercise, “we’ve got a carrier and a submarine on nuclear power, but then we also will have the air wing on the carrier using biofuels, along with two destroyers and a cruiser,” he said. “That’s going to be a big opportunity for us to show that it really can happen.”

In the Army, installation energy programs include efforts to reduce energy consumption on bases, find ways to lower environmental impact, and bring in innovative approaches to reducing energy consumption, said Army Col. Paul Roege, chief of the operational energy office assigned to the director of Army logistics.

On the operational side, the Army focuses on operating capabilities, especially at the squad and small-unit level—what the Army calls the tactical edge.

“They’re on a fairly small energy budget, but every BTU, every kilowatt hour, every milowatt hour is something they carry on their backs,” Roege said.

“If we get the people out there who are in the operations to understand and think about what they’re trying to do, and their systems and procedures relate to that ... , then we can have the whole Army coming up with better ways to do business,” he added.

“These are things that are happening today,” Fritz said.

“The strategy is as much about how we organize, train, and equip our force back here in the States and develop those capabilities,” he added, “but we’re also deploying those today.”

“We in the Air Force, Navy, Marine Corps, and Army and our counterparts in the office of the secretary of defense have a mission, and that mission is national defense,” Geiss said.

“I don’t believe the country will accept failure in that mission for the sake of saving a gallon of fuel,” he added, “but our job is to figure out how we can accomplish that mission while we save a gallon of fuel or that kilowatt hour of energy. That’s the job [we’re all] focused on, day in and day out.”

### **Panetta Lifts F-35 Fighter Variant Probation**

*AMERICAN FORCES PRESS SERVICE (JAN. 20, 2012)*

*Army Sgt. 1st Class Tyrone C. Marshall Jr.*

NAVAL AIR STATION PATUXENT RIVER, Md.—Defense Secretary Leon E. Panetta announced today he’s lifted proba-

tion from the Short Takeoff, Vertical Landing variant of the fifth generation F-35 Lightning II joint strike fighter, which is absolutely vital to maintaining air superiority.

Speaking during a town hall-style meeting here, the defense secretary discussed the latest development in the progress of the joint strike fighter program as servicemembers, politicians, and the civilian workforce listened.

“Early in 2011, DoD was compelled to put [the Short Takeoff and Vertical Landing] ... on probation,” he said.

“Over the course of last year, you here at Pax River helped make an incredible difference by completing tremendous amounts of STOVL testing,” Panetta noted. “You demonstrated that we’ve made real progress towards fixing some of the known problems that we had with STOVL.”

Panetta lauded the joint strike fighter’s workforce at NAS Patuxent River for their efforts to bring the STOVL variant up to the standards of the two other existing versions of the F-35, the Conventional Takeoff and Landing and Carrier Variant.

“We now believe that because of your work, that the STOVL variant is demonstrating the kind of performance and maturity that is in line with the other two variants of the JSF,” Panetta said.

“As a result of your hard work and the hard work of JSF’s government and industry team ... the STOVL variant has made, I believe and all of us believe, sufficient progress so that as of today, I am lifting the STOVL probation,” he announced. Panetta commended the crowd for their hard work, but cautioned that the JSF program still has more work to do. “We’ve got a long way to go with the JSF testing, and it’s obviously not out of the woods yet,” he said.

“But I am confident that if we continue to do the hard work necessary ... that both the Carrier and the STOVL Variant are going to be ready for operations and are going to be ready for doing the work that they have to do, which is to help protect this country,” Panetta said.

“I want you all to know that as secretary of defense, my department is committed to the development of the F-35,” he said. “It’s absolutely critical ... that we get it right. And that’s why you’re here. The developmental testing that’s going on here will ensure that we get this right.”



Defense Secretary Leon E. Panetta and U.S. Rep. Steny H. Hoyer of Maryland look at the cockpit of the F-35 Joint Strike Fighter with Navy Capt. Erik "Rock" Etz on Naval Air Station Patuxent River, Md., Jan. 20, 2012. Panetta and Hoyer toured several facilities related to the F-35 Joint Strike Fighter, which is in its test phases at the base. DoD photo by Erin A. Kirk-Cuomo

Marine Corps Commandant Gen. James F. Amos called Panetta's decision to lift the probation of the F-35B "hard-earned."

"Secretary Panetta's decision to take the F-35B Lightning II Short Takeoff, Vertical Landing variant off probation was a hard-earned and rewarding announcement for the entire DoD/industry team that worked very hard last year," he said.

"Successful F-35B performance ashore and at sea has very positively advanced the state of demonstrated capability in 2011," Amos said. "The positive momentum generated during 2011 will continue as testing proceeds, production aircraft are delivered, and fleet training begins in 2012."

Panetta said it is important that the U.S. military maintains its technological edge into the future.

"That's where we have to be," he said. "We're going to have a strong defense; we have got to be there."

Panetta praised the capabilities of Patuxent's workforce.

"Because of you, because of the very unique testing and capabilities that are offered here, we are able to maintain that technological edge," Panetta said. "And I want to thank you again for your dedication, for your commitment, for your great skills."

Panetta lauded the Patuxent River installation calling it "a very unique facility" and "a national treasure" that is important to maintain.

"These are world-class facilities ... that [are] important to our military, important to our men and women in uniform who have to put their lives on the line, and it's important to our national security," Panetta said.

"Please accept my deepest thanks for your work and dedication," he said. "I couldn't do it without you."

**Carter: Budget Proposal Makes 'Consequential' Cuts**

AMERICAN FORCES PRESS SERVICE (JAN. 26, 2012)

Cheryl Pellerin

WASHINGTON—An overview of the Defense Department's proposed fiscal 2013 budget reveals "the most consequential adjustments" the Pentagon has had to make in more than a decade, Deputy Defense Secretary Ashton B. Carter said today.

Carter joined Navy Adm. James A. Winnefeld Jr., vice chairman of the Joint Chiefs of Staff, in a roundtable discussion with Pentagon reporters following a budget briefing by Defense Secretary Leon E. Panetta and Army Gen. Martin E. Dempsey, chairman of the Joint Chiefs of Staff.

"It's very easy to talk about deficit reduction," Panetta said. "It's very tough to do something that, in fact, reduces the deficit."

DoD leaders are working to reduce the department's budget by \$487 billion over 10 years, an adjustment of nearly 9 percent. They won't release the proposed DoD budget before President Barack Obama releases the entire federal budget proposal in the coming weeks.

No part of the proposed defense budget went unexamined, Carter said.

"Some parts of the budget were protected or even increased and inevitably that meant, because of their importance to the country and the future, that other areas took more cuts. The result," he added, "is a carefully balanced package."

The package includes reductions achieved through more disciplined use of defense dollars, strategically driven shifts in force structure and modernization, and modest but important adjustments in personnel costs.

"Because of the value we place on the people of the all-volunteer force, who make it the world's greatest force, there are lesser cuts in this category," the deputy secretary said.

During the roundtable, reporters asked Carter and Winnefeld about specific parts of the budget, including the F-35 joint strike fighter, the decision to maintain the fleet of 11 Navy aircraft carriers, and the future of the Global Hawk program.

Carter said the department got some good news last week when Panetta announced that the Short Takeoff, Vertical Landing variant, one of three variants, of the fifth-generation F-35 Lightning II, was back on its development track.

"That was the result of some good engineering work done in the last year ... and that means all three variants can go

forward," he said, adding that there still are problems with the program's cost and performance.

"All of those associated with the management of the program—our industry partners [and] ourselves—are working our way through that, and we'll ride up that curve to full-rate production as and when it's economically and managerially prudent to do it," Carter added.

"It's a terrific airplane," Winnefeld said.

"We're very committed to it and it does represent the future of tactical aviation for this country and a lot of our partners. We just need the manufacturability of this thing to catch up so we can start buying," the admiral added. "We're very anxious to get it into the fleet."

The focus of the new defense strategy on the Asia-Pacific region puts new emphasis on air and naval forces, and Winnefeld characterized the utility of aircraft carriers there.

"The capability, the flexibility, the independent capability of a carrier from basing, the applicability of that ship in an anti-access environment, and its particularly useful role in the Middle East and the Pacific ... " the admiral said, "makes it a particularly adept platform for the type of things we want to do strategically in the future."

One program that did not make the cut in the proposed defense budget is the Global Hawk Block 30 high-altitude unmanned surveillance aircraft.

The program cancellation "is an example of the way we need to pay attention to cost performance with a budget like the one we have," Carter said. "Block 30 was supposed to replace the U-2 for taking pictures from the air, and that was the idea, to do it with the [unmanned aerial vehicle]," Carter explained.

Other forms of Global Hawk, such as the Block 40, are still in production, the deputy secretary said. "But the Block 30 priced itself out of the niche of taking pictures in the air."

The Defense Department, Carter added, will continue to use the U-2 for aerial photography.

"That's a disappointment to us," he said. "We had hoped to replace the U-2 with the Global Hawk, but the Global Hawk became expensive. And that's the fate of things that become too expensive in a resource-constrained environment."



Defense Secretary Leon E. Panetta and Army Gen. Martin E. Dempsey, chairman of the Joint Chiefs of Staff, brief the press on major budget decisions stemming from the defense strategic guidance at the Pentagon, Jan. 26, 2012.

DoD photo by U.S. Navy Petty Officer 1st Class Chad J. McNeeley

The F-35 joint strike fighter is key to maintaining domain superiority, and the military remains committed to the program, Panetta said. “But in this budget, we have slowed procurement to complete more testing and allow for developmental changes before buying in significant quantities,” he added.

The budget will maintain all legs of the nuclear triad—bombers, intercontinental ballistic missiles, and submarines—and will invest in significantly more capability in the cyber world, Panetta said.

Panetta stressed the budget is based on strategy and will shape the force for the future. While the pain of cuts will be felt across the country, he said, it will also ensure a strong, agile military for the future.

The budget must pass Congress, and the secretary said he hopes members of Congress understand the strategy and nuances of the budget.

“My hope is that when members understand the sacrifice involved in reducing the defense budget by half a trillion dollars, it will convince Congress to avoid sequestration—a further round of cuts that would inflict severe damage to our national defense for generations,” Panetta said.

### Army Drives Ahead with Joint Light Tactical Vehicle Program

ARMY NEWS SERVICE (JAN. 26, 2012)

Ashley John-Givens

WARREN, Mich.—Today, a Request for Proposal was issued by the U.S. Army for the Engineering and Manufacturing Development phase of the Joint Light Tactical Vehicle program.

The Joint Light Tactical Vehicle, or JLTV, family will balance critical weight and transportability constraints within performance, protection, and payload requirements—all while ensuring an affordable solution for the Army and U.S. Marine Corps.

“Both the Army and the U.S. Marine Corps have identified critical capability gaps in their respective light tactical vehicle fleets. JLTV is the most cost-effective program to meet capability gaps for the light tactical vehicles with the most demanding missions,” said Kevin M. Fahey, program executive officer for combat support and combat service support, known as PEO CS&CSS.

JLTV is a major Army-Marine Corps acquisition program for a new generation wheeled vehicle that will replace a portion of the Services’ Humvee fleet. The program’s aim is to develop a new multi-mission light vehicle family with



**JLTV TD Phase Helicopter Sling Load Transportability Test**

An Army and U.S. Marine Corps Joint Light Tactical Vehicle team conducts a helicopter sling load transportability test during the Technology Development phase.

U.S. Army photo

superior crew protection and performance compared to the Humvees.

“The technology development phase for this program did exactly what it was intended to do—provide the basis for the cost-informed trades that resulted in a common Army and Marine Corps requirement. It serves as a model for how the Services looking forward should operate in a cost-constrained budget environment,” said William E. Taylor, program executive officer land systems Marine Corps.

In the spring of 2011, JLTV successfully completed a 27-month technology development, or TD, phase—satisfying its intended purpose of demonstrating the integration of mature technologies as a complete system and providing the Army and the Marine Corps with an assessment of the technical, performance, cost, and schedule risks relevant to entering the engineering and manufacturing development, or EMD, Phase.

“The TD phase gave the Army and USMC exactly the kind of information we needed to concur on a common base requirement, a streamlined acquisition schedule, and a competitive process to ensure JLTV remains affordable,” said Col. David Bassett, project manager for tactical vehicles.

Following submission of proposals, the government will convene a source selection evaluation board, comprised of subject matter experts from across the Department of De-

fense, to review the industry proposals. The Army intends to award up to three contracts during the summer for the EMD phase for the delivery of 22 prototype vehicles per contract. Additional deliverables include ballistic structures, armor coupons, additional test assets, contractor-furnished kits, trailers, and data requirements.

The refined 27-month acquisition strategy is designed to put a premium on driving down costs, reducing risk, and getting vehicles into the hands of warfighters quickly. The JLTV EMD contract period of performance for contractors is 27 months, while the full EMD phase will last for 33 months as the program offices ensure JLTV moves successfully from Milestone B to Milestone C.

*John-Givens is with Program Executive Office for Combat Support and Combat Service Support.*

**DoD Pricing Director Visits Electronic Systems Center**

66TH AIR BASE GROUP PUBLIC AFFAIRS (FEB. 1, 2012)

*Patty Welsh*

HANSCOM AIR FORCE BASE, Mass.—“Common sense” was a main theme when Shay Assad, Defense Pricing director for the Department of Defense, spoke to the Electronic Systems Center workforce on ‘Better Business Initiatives’ at the base theater Jan. 30, 2012.

Saying that for a long time the Department has just been paying too much, Assad outlined the Better Buying Power

initiative that Dr. Ashton Carter, previous under secretary of defense for acquisition, technology and logistics and now deputy secretary of Defense, has championed.

"This is not acquisition reform or lightning bolt," Assad said. "It's taking fundamental best practices, 35-40 years' worth, and inculcating them throughout the organization."

He emphasized that "common sense" needs to be used throughout the acquisition process. From the beginning, he said, we need to ask, "Do we understand the requirement?" And if so, is there something that is available today that can solve the problem?

If a new system does need to be developed, the next question should be, "Is the technology there?"

Citing examples of programs that never came to fruition, such as the Presidential helicopter and Future Combat System, he said, "We need to ensure we can create successful programs."

Assad also said that the common sense rule applies to the BBP. He said DoD is working to have more informed buyers who use the best practices that make sense for the work they are doing.

"If a fixed price contract makes sense, then it should be used, but if it doesn't, it shouldn't be," Assad said, "The flexibility is yours."

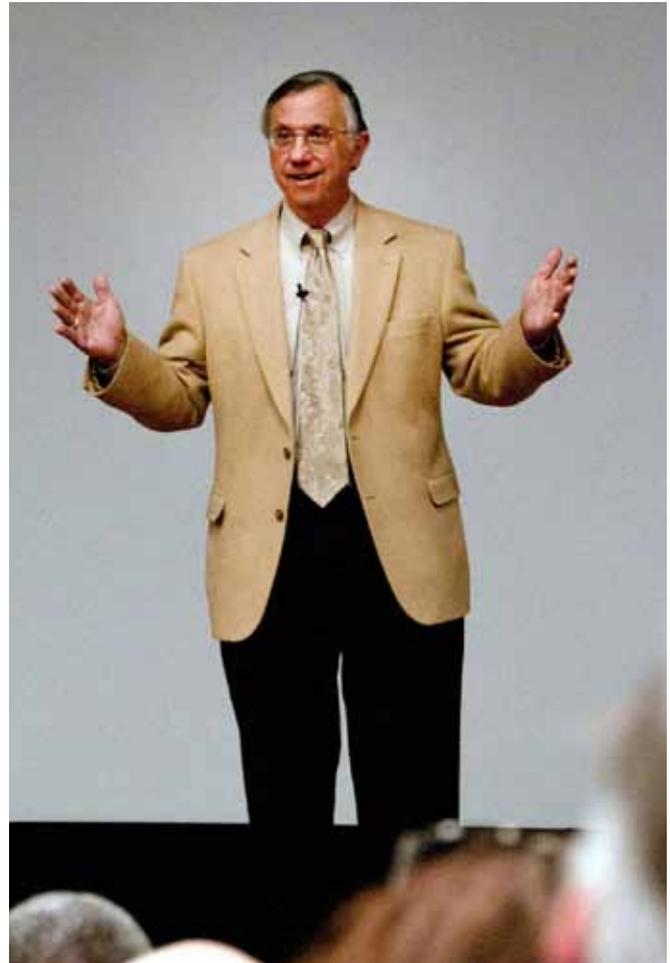
He said key elements need to be identified by the program managers and program executive officers, and risk analyses need to be completed to ensure best value, but that cost is always a factor.

"Price should always be important," he said.

Assad highlighted the fact that DoD needs a healthy defense industry, saying they have created the greatest warfighting machines the world has ever known, but that DoD needs to get that equipment for less cost.

"We're taking industry out of its comfort zone," he told the audience. "It's going to be hard, and you're going to get push-back. We're trying to change the game."

Upcoming changes at the Defense Contract Auditing Agency and Defense Contract Management Agency were also mentioned, along with how those changes will help program managers and program contracting officers. He noted that DCMA and DCAA will now offer a constant position on



Shay Assad, defense pricing director for the Department of Defense, speaks to the Electronic Systems Center workforce about better business initiatives Jan. 30, 2012, at the base theater. Assad highlighted the fact that common sense needs to be used throughout the acquisition process.

U.S. Air Force photo by Linda LaBonte Britt

contractor rates and that DCMA will soon provide a central repository where information on industry will be available.

Assad said DoD has paid a premium in recent years to get needed capabilities on contract quickly. While speed remains important, the department needs to ensure it has the right balance—getting a good deal that can be accomplished both effectively and efficiently.

"We need to have realistic goals," he said, "to provide that best value for our warfighters and taxpayers."