

Standardization Program Announces Winners for Annual Achievement Awards

DEPARTMENT OF DEFENSE NEWS RELEASE (MARCH 22, 2011)

The Department of Defense today announced two individuals and five teams have won awards from the Defense Standardization Program Office (DSPO) for outstanding contributions during the last fiscal year. The awards were presented this month during a ceremony at the Pentagon, Hall of Heroes.

Since 1987, DSPO has recognized individuals and organizations that have effected significant improvements in quality, reliability, readiness, cost reduction, and interoperability through standardization. The DSP mission is to identify, influence, develop, manage, and provide access to standardization processes, products, and services for warfighters and the acquisition, logistics, and systems engineering communities. In addition, the program promotes interoperability and assists in reducing total ownership cost and sustaining readiness.

The following are the Defense Standardization Program award recipients for fiscal 2010:

Individuals

- Larry Crane, U.S. Air Force, 520th Software Maintenance Squadron, D Flight, Common Aircraft Portable Reprogramming Equipment (CAPRE) Program, developed the software and firmware needed for transferring mission-critical and other data to aircraft avionics systems.
- Beverly Wilson, Defense Logistics Agency (DLA), Land and Maritime, developed and implemented process improvements to identify and pursue part standardization opportunities by analyzing weapons systems provisioning data to identify parts not covered by standardization documents, and where appropriate, recommended actions be taken to cover these documents.

Teams

- An Army team from the Army Materiel Command successfully crafted a business case for implementing a single contract—rather than 35 separate contracts—for the procurement of industry standards and specifications. Members of that team include: Tim Edwards, Gloria Miller, Paul Fritts, Barbara Bishop, and Cynthia Lee.
- An Army team with representatives from four organizations developed a test method and the accompanying military standard for measuring the resistance of materials used on the leading edge of helicopter rotor blades to protect them from particle or sand erosion. Members of

that team include: Richard Squillacioti, Marc Pepi, Lynne Pfladderer, David Stone, and Andrew Phelps.

- An Army Armament Research, Development and Engineering Center-led multi-service team supported the development and approval of a Joint Modular Intermodal Container standard that establishes general design guidelines and associated tests for JMICs. Members of that team include: Doug Chesnulovitch, Roy Smith, Jay Abernathy, John Weed, Gary Adams.
- A Navy-led team developed a Joint Counter Radio-Controlled Improvised Explosive Device Electronic Warfare System that will defeat evolving RC-IEDs globally, with less interference with friendly systems and significantly reduced operating costs. Members of that team include: Mike Craft, Keith Plumadore, Bruce Strackbein, Adam Webb, and Jim Ryan.
- A team from the DLA Troop Support developed a process to standardize and streamline subsistence line items of supply to meet criteria and requirements of the upcoming commercial off the shelf, Common Food Management System (CFMS). The team standardized the DLA catalog, which required reviewing 110,000 food items and identified more than 54,500 items to be archived or canceled due to obsolescence or duplications. Members of that team include: Catherine Capriotti, Carolyn Dempsey, John Robinson, Scott Koch, Jeffrey Nienstedt, and Carol Willey.

Navy Announces 2011 Young Investigator Research Awards

DEPARTMENT OF DEFENSE NEWS RELEASE (MARCH 30, 2011)

The Department of the Navy announced today the award of \$10.8 million to scientists and engineers at 18 academic institutions as part of the Office of Naval Research (ONR) 2011 Young Investigator Program (YIP).

“The Young Investigator Program is an important part of the Department of the Navy’s science, technology, engineering and mathematics [STEM] outreach programs,” said Secretary of the Navy Ray Mabus. “To our benefit, it attracts outstanding new faculty researchers to naval-relevant research. The program also plays a major role in the Navy’s outreach efforts by supporting diverse faculty at a critical point in their careers.”

The YIP award identifies and supports academic scientists and engineers who have obtained their doctorate, or equivalent degrees, and tenure-track positions within the past five years. Winners maintain the commitment of their educational institution to nurture and grow their professional development.

The Navy selected 21 proposals from more than 270 applications received last year. Awarded for compelling research with the potential to deliver game-changing naval science and technology, recipients will receive approximately \$170,000 in annual research grants for three years. A list of the 2011 YIP winners can be found at <http://go.usa.gov/2mC>.

The YIP award program was launched by ONR in 1985, offering 10 grants of \$50,000 each to promising researchers. The naval command has since expanded the program, naming 554 recipients representing 118 institutions of higher education to attract outstanding professors to the Department of the Navy's research program.

For more information, contact Peter J. Vietti, Office of Naval Research, at 703-588-2167.

Vice Adm. McCarthy awarded Logistician Emeritus Award

U.S. NAVAL SUPPLY SYSTEMS COMMAND NEWS RELEASE (MARCH 31, 2011)

Retired Navy Vice Adm. Justin D. McCarthy, SC, was awarded the National Defense Industrial Association's Logistician Emeritus Award at the 27th Annual Logistics Conference and Exhibition in Miami, Fla., March 31.

The Logistician Emeritus award is presented by the NDIA to an individual who has demonstrated outstanding competence and has made a substantial contribution in the field of national security logistics while serving in a governmental position.

"Vice Adm. McCarthy represents the dedication and sacrifice that embodies leaders in the Navy," said Rear Adm. Mike Lyden, chief of Supply Corps and commander, Naval Supply Systems Command. "His vast logistics knowledge coupled with his forward thinking has made a significant impact on supporting the Navy and Joint warfighter."

The award was presented for McCarthy's distinguished contributions to the readiness of America's warfighters throughout his 38-year Navy career.

His assignments include both ships and ashore in a myriad of positions that are highlighted by his selection as commander, Naval Supply Systems Command and 42nd chief of Supply Corps as well as director, Material Readiness and Logistics, Chief of Naval Operations. He is widely recognized for having the vision to move the Navy and Supply Corps into the Joint Operational Logistics arena and spearheading a Naval Logistics initiative in concert with Marine Corps

leadership to increase the integration of Navy and Marine Corps logistics systems.

DoD Announces Winners of the Secretary of Defense Environmental Awards

DEPARTMENT OF DEFENSE NEWS RELEASE (APRIL 19, 2011)

The Department of Defense has announced the winners of the 2011 Secretary of Defense Environmental Awards. A panel of judges representing federal and state agencies, academia, and the public has selected the following installations, teams, and individuals as the winners of this year's awards:

Sustainability—Non-Industrial Installation
Joint Base Lewis-McChord, Wash.

Sustainability—Individual/Team
The Exchange Corporate Sustainability Program, Army and Air Force Exchange Service, Texas

U.S. Army Garrison Grafenwoehr, Germany
Environmental Quality—Overseas Installation

Environmental Excellence in Weapons Systems Acquisition—Small Program
Sustainable Painting Operations for the Total Army, Aberdeen Proving Ground, Md.

Cultural Resources Management—Installation
88th Air Base Wing Civil Engineering Directorate, Environmental Branch, Wright-Patterson Air Force Base, Ohio

Cultural Resources Management—Individual/Team
Cultural Resources Management Team, Eglin Air Force Base, Fla.

Environmental Restoration—Installation
Cape Canaveral Air Force Station, Fla.

Natural Resources Conservation—Large Installation
Eglin Air Force Base, Fla.

Defense Supply Center, Richmond, Va.
Environmental Quality—Industrial Installation

Each year since 1962, the Secretary of Defense has honored individuals, teams, and installations for their outstanding achievements to conserve and sustain the natural and cultural resources entrusted to the Department of Defense. A ceremony honoring the 2011 winners is planned for June 8, 2011, at the Pentagon.

For more information on 2011 Secretary of Defense Environmental Awards, visit www.denix.osd.mil/awards/FY-10SECDEF.cfm.

Army Identifies Net Zero Pilot Installations

DEPARTMENT OF DEFENSE NEWS RELEASE (APRIL 20, 2011)

The Army announced April 19 the locations identified to be pilot net zero installations. As part of the Army's overall effort to conserve precious resources, net zero installations will consume only as much energy or water as they produce and eliminate solid waste to landfills.

The announcement initiates the programmatic environmental analysis and planning process for the Army's Net Zero Installation Strategy. Specifics for projects and initiatives will be determined through a programmatic environmental analysis, which will include public engagement and stakeholder outreach.

"The Army has identified six net zero pilot installations in each of the energy, water, and waste categories and two integrated installations striving towards net zero by 2020. This is a significant step in addressing the Army's sustainability and energy security challenges," said Katherine Hammack, assistant secretary of the Army for installations, energy, and environment, who made the announcement at the opening session of the annual Association of United States Army Installation Command Symposium. "Striving for net zero is operationally necessary, financially prudent, and critical to our mission."

A net zero energy installation produces as much energy on site as it uses, over the course of a year. The Army's pilot net zero energy installations are:

- Fort Detrick, Md.
- Fort Hunter Liggett, Calif.
- Kwajalein Atoll, Republic of the Marshall Islands;
- Parks Reserve Forces Training Area, Calif.;
- Sierra Army Depot, Calif.
- West Point, N.Y.

Additionally, the Oregon Army National Guard volunteered to pilot a unique and challenging Net Zero Energy Initiative, which includes all of their installations across the state. This strategy will be included in the environmental analysis.

A net zero water installation limits the consumption of freshwater resources and returns water back to the same watershed so as not to deplete the groundwater and surface water resources of that region in quantity and quality over the course of a year. The pilot net zero water installations are:

- Aberdeen Proving Ground, Md.

- Camp Rilea, Ore.
- Fort Buchanan, Puerto Rico
- Fort Riley, Kan.
- Joint Base Lewis-McChord, Wash.
- Tobyhanna Army Depot, Pa.

A net zero waste installation reduces, reuses, and recovers waste streams, converting them to resource values with zero landfill over the course of a year. The Army's pilot net zero waste installations are:

- Fort Detrick, Md.
- Fort Hood, Texas
- Fort Hunter Liggett, Calif.
- Fort Polk, La.
- Joint Base Lewis-McChord, Wash.
- U.S. Army Garrison, Grafenwoehr, Germany

Two installations volunteered to be integrated net zero installations: Fort Bliss, Texas, and Fort Carson, Colo. A net zero installation is comprised of three interrelated components: net zero energy, net zero water, and net zero waste.

Hammack said the installations will become centers of environmental and energy excellence as they participate in the Net Zero Installation Strategy programmatic environmental planning process, showcase best management practices, and demonstrate effective resource management. Further, they will establish a framework of reduction, re-purposing, recycling and composting, energy recovery, and disposal to guide them toward achieving net zero in an environmentally responsible, cost-effective and efficient manner.

As part of the pilot, the installations will also participate in a kick-off meeting in June to receive training and showcase their proposed strategies to achieve net zero. Each installation will participate in monthly conference calls and share experiences and lessons learned in newsletters and military and industry conferences. These installations will also participate in a programmatic environmental analysis and integrated planning process that will inform future decisions regarding impacts to resources throughout the Army's initiative. Public participation will be an integrated part of the process and part of the environmental planning process.

Three panels made the pilot installation recommendations from the 100 self-nominations (53 energy, 23 water, and 24 waste) received from 60 highly motivated installations managed by the Army National Guard, Army Materiel Command, Installation Management Command, Medical Command, Space and Missile Defense Command, and the U.S. Army Reserve Command.

Installations that self-nominated for the pilot Net Zero Installation Initiative, but were not identified are highly encouraged to continue to strive towards net zero learning from the net zero journey of the pilot installations. In fiscal 2014 another 25 installations in each category will be asked to self-nominate to achieving net zero.

"I am amazed at the progress Army installations have already made to reduce energy and water consumption as well as waste generation. We will all monitor the journey these installations embark on to reach the final net zero goal," Hammack said.

For more information, contact Dave Foster at 703-697-5344.

Value Engineering Achievement Award Winners Announced

DEPARTMENT OF DEFENSE NEWS RELEASE (APRIL 21, 2011)

The Department of Defense announces the winners of the fiscal 2010 Department of Defense Value Engineering Achievement Awards.

OFFICE OF THE SECRETARY OF DEFENSE

Joint Service

- Automatic Image Intensifier Measurement System, Army/Navy/Penn State University, Crane, Ind.
- Tactical Remote Exploitation Device, Office of Technical Exploitation, National Media Exploitation Center, Intelligence Systems Support Office, Under Secretary of Defense for Intelligence

Special

- Chief of Engineers and Commander, U.S. Army Corps of Engineers, Washington, D.C.
- Christopher Neubert, Headquarters, U.S. Army Materiel Command, Ft Belvoir, Va.

ARMY

U. S. Army Materiel Command

- *Program/Project*—Enterprise Soldier Aviation, Stabilator Amplifier/Dual Stabilator Controller Project, U.S. Army CECOM Life Cycle Management Command, Oceanport, N.J.; Aberdeen, Md.
- *Individual*—Tessa Hufstедler, U.S. Army TACOM Life Cycle Management Command, Warren, Mich.
- *Team*—Project Manager Tactical Vehicles, U.S. Army TACOM Life Cycle Management Command, Warren, Mich.
- *Organization*—U.S. Army TACOM Life Cycle Management Command, Warren, Mich.

- *Special*
 - Col. Anthony Potts and Jack Van Kirk, U.S. Army AMCOM Life Cycle Management Command, Huntsville, Ala.
 - Program Executive Office Ammunition, U.S. Army Joint Munitions and Lethality, Life Cycle Management Command, Rockaway, N.J.

U.S. Army Corps of Engineers

- *Individual*—Carrie Ozgar, Value Engineering Officer, U.S. Army Engineer District Baltimore, Baltimore, Md.
- *Contractor*—GeoVal Inc., San Diego, Calif.
- *Special*—Michael Huff, Value Engineering Officer, U.S. Army Engineer District Fort Worth, Fort Worth, Texas

DEPARTMENT OF THE NAVY

- *Program/Project*—Integrated Product Team for Rate Gyroscope, Logistics Engineering Change Proposal for F/A-18 Aircraft, Philadelphia, Pa.; Keyport, Wash.; Patuxent River, Md.
- *Individual*—Eric Seman, Fleet & Industrial Supply Center, Pearl Harbor, Hawaii
- *Team*—Submarine Team One-SSN688 Class Operating Interval Extension Integrated Product Team, Washington, D.C.; Kittery, Maine
- *Organization*—Life Extension Refurbishment Program, Naval Surface Warfare Center, Port Hueneme Division, Oxnard, Calif.
- *Contractor*—Raytheon Technical Services Co., Norfolk, Va.
- *Special*—ALQ-99 Band 4 Transmitter Output, Traveling Wave Tube Modernization, Crane, Ind.

DEFENSE LOGISTICS AGENCY

- *Program/Project*—Engineering Assistance Request Project, DLA Aviation, Richmond, Va.
- *Individual*—Robert Volk, DLA Land and Maritime, Columbus, Ohio
- *Team*—Should Cost Team, DLA Aviation, Richmond, Va.
- *Organization*—DLA Aviation
- *Contractor*—General Dynamics, Philadelphia, Pa.
- *Special*—David Szczublewski, DLA Land and Maritime, Columbus, Ohio
- *Special*—Value Management Team, DLA Land and Maritime, Columbus, Ohio

MISSILE DEFENSE AGENCY

- *Program/Project*—Value Engineering Team, X-Band Radars Project Office, Redstone Arsenal, Ala.
- *Individual*—Bart Fulmer, Terminal High Altitude Area Defense, Redstone Arsenal, Ala.

- *Team*—Terminal High Altitude Area Defense (THAAD) Insensitive Munitions and Final Hazard Classification, Value Engineering Team
- *Organization*—THAAD Project Office, Redstone Arsenal, Ala.
- *Contractor*—George Paramithas, Missile Defense Agency, Redstone Arsenal, Ala.
- Joint Base Pearl Harbor-Hickam, Honolulu, Hawaii
- Spangdahlem Air Base, Spangdahlem, Germany
- Defense Logistics Agency Land and Maritime, Columbus, Ohio

DEFENSE INTELLIGENCE AGENCY

- *Program/Project*—Bulk Extractor Program, Office of Technical Exploitation, National Media Exploitation Center, Charlottesville, Va.

Value engineering is a systematic process of function analysis to identify actions that reduce cost, increase quality, and improve mission capabilities across the entire spectrum of DoD systems, processes, and organizations. The Department of Defense Value Engineering Program continues to be an incentive for government and our industry partners to improve the joint value proposition by promoting innovation and creativity. Innovative value engineering proposals seek best value solutions as part of a successful business relationship. During fiscal 2010, DoD executed in-house value engineering Proposals and accepted contractor-initiated value engineering change proposals with a combined actual and projected savings/cost avoidance in excess of \$2.4 billion.

The Value Engineering Awards Program is an acknowledgment of exemplary achievements and encourages additional projects to improve in-house and contractor productivity. Award winners from each DoD component are eligible for selection in the following five categories: program/project, individual, team, organization, and contractor. Additional “special” awards are given to recognize innovative applications or approaches that expand the traditional scope of value engineering use.

A ceremony will be held on June 22, 2011, to recognize the recipients’ outstanding achievements through the application of value engineering. The ceremony is open to the media. More information about the program and the award winners can be found at: <http://rtoc.ida.org/ve/ve.html>.

DoD Announces Winners of the Commander in Chief’s Annual Award for Installation Excellence

DEPARTMENT OF DEFENSE NEWS RELEASE (APRIL 21, 2011)

Secretary of Defense Robert Gates announced today the winners of the 2011 Commander in Chief’s Annual Award for Installation Excellence. They are:

- U.S. Army Garrison, Wiesbaden, Germany
- Marine Corps Air Ground Combat Center, Twentynine Palms, Twentynine Palms, Calif.

The Commander in Chief’s Annual Award for Installation Excellence recognizes the outstanding and innovative efforts of the people who operate and maintain U.S. military installations. The five recipients of this highly competitive presidential award were selected for their exemplary support of Department of Defense missions.

Excellent installations enable better mission performance and enhance the quality of life for military men and women and their families. Each winning installation succeeded in providing excellent working, housing, and recreational conditions.

DoD Awards \$191 Million in Research Funding

DEPARTMENT OF DEFENSE NEWS RELEASE (APRIL 22, 2011)

The Department of Defense announced today it will issue 27 awards to academic institutions to perform multidisciplinary basic research. The program expects to award \$191 million over five years. The Multidisciplinary University Research Initiative (MURI) program supports research by teams of investigators who intersect more than one traditional science and engineering discipline in order to accelerate research progress. The awards will be made by the Army Research Office (ARO), the Office of Naval Research (ONR), and the Air Force Office of Scientific Research (AFOSR), and are subject to successful negotiation between the institution and DoD.

“MURIs are an important vehicle for engaging the brightest researchers on ideas with major impact for the department,” said Zachary J. Lemnios, the assistant secretary of defense for research and engineering. “These projects constitute significant investments in multidisciplinary research with the potential for making rapid progress in cutting-edge science. DoD relies on such programs, in line with our S&T priorities, to pave the way for revolutionary breakthroughs supporting tomorrow’s warfighter.”

The awards are the result of the fiscal 2011 competition that ARO, ONR, and AFOSR conducted under the DoD MURI program. Most MURI efforts involve researchers from multiple academic institutions and academic departments. Based on the proposals selected in the fiscal 2011 competition, a total of 70 academic institutions are expected to participate in the 27 research efforts.

The highly competitive MURI program complements other DoD basic research programs that support traditional, single-investigator university research by supporting multidisciplinary teams with larger and longer awards. The awards announced today are for a five-year period subject to availability of appropriations and satisfactory research progress. Consequently, MURI awards can provide greater sustained support than single-investigator awards for the education and training of students pursuing advanced degrees in science and engineering fields critical to DoD, as well as for associated infrastructure such as research instrumentation.

ARO, ONR, and the AFOSR solicited proposals in 25 topics important to DoD and received a total of 332 white papers, which were followed by 113 proposals. The awards announced today were selected based on merit review by a panel of experts.

The list of projects selected for fiscal 2011 funding can be found at: www.defense.gov/news/d20110422MURI.pdf.

Matice Wright Featured on White House Website

Matice Wright, principal director for manufacturing and industrial base policy within the Office of the Assistant Secretary of Defense (Acquisition) is featured on the White House website's "Celebrating Black History Month" series, an initiative highlighting Americans across the administration whose work contributes to the president's goals for winning the future.



Wright's service to the nation began when she entered the U.S. Naval Academy where she says the "values that my parents emphasized about responsibility were greatly reinforced every single day in both the big things and the little things that made up the curriculum at the Naval Academy."

After earning her MBA from Johns Hopkins University, Wright's efforts in the private sector continued to contribute to the armed services.

"As a businesswoman, my responsibilities were essential to ensuring that the sailors and soldiers that would receive my company's products and services understood how to effectively use those products and services. I worked hard

to pay attention to the small things to ensure that the big things that my clients needed would be properly delivered."

Wright transitioned back to government service as the principal director for manufacturing and industrial base policy where her private sector knowledge and her desire to serve the nation's warfighters meshed, making her the perfect fit to serve in her current capacity.

"As the principal director of manufacturing and industrial base policy, I am honored to serve both my active duty colleagues while simultaneously working with private companies that make up the defense industrial base."

Agency Focuses on Efficiency During Relocation

AMERICAN FORCES PRESS SERVICE (APRIL 21, 2011)

Donna Miles

WASHINGTON—With less than five months left for the Defense Department to comply with a congressionally directed base realignment and closure plan, an agency on the front lines of the department's cost savings initiatives is keeping focused on the mission while relocating its headquarters staff.

The Defense Contract Management Agency is in the throes of moving its headquarters staff and international and special programs divisions from Alexandria, Va., to Fort Lee, Va., in implementing Base Realignment and Closure Commission recommendations.

The BRAC plan took effect in November 2005, and affects more than 800 military installations. It involves closing some, consolidating or realigning others, and ultimately relocating some 123,000 military members and civilian employees. By law, all of these actions must be completed by Sept. 15.

BRAC affects about 500 Defense Contract Management Agency employees, about 377 of them already operating in the six government-owned or -leased facilities at Fort Lee, reported Bob Allen, the agency's BRAC program manager. The rest are expected to move by late August.

The vast majority of the agency's workforce—10,400 civilians and 530 military members—is located near or collocated with contractors' facilities and won't be directly affected, public affairs officer Jackie Noble told American Forces Press Service. The Defense Contract Management Agency has almost 50 major field commands and operates from more than 800 locations worldwide, Deputy Director Jim Russell noted.

The moves come just as the Defense Department is looking to its acquisition workforce to identify ways to improve efficiencies while providing critical warfighter capabilities.

Ashton B. Carter, under secretary of defense for acquisition, technology and logistics, told a Heritage Foundation audience yesterday that DoD's comprehensive review aimed at bigger cost savings must address the \$400 billion the department spends each year on contracted goods and services.

The Defense Contract Management Agency is front and center in that effort. Its staff works directly with defense suppliers to ensure those supplies and services are delivered on time, at cost, and meet all performance requirements. They serve as information brokers and in-plant representatives for military, federal, and allied government buying agencies, with their work beginning at the initial stages of the acquisition cycle and spanning the lifetime of a contract.

In a recent memorandum to his staff, Charlie E. Williams Jr., the agency's director, recognized the organization's role in Gates' efficiency initiative.

"We have to be cognizant and respectful of the tax dollars that the department and the taxpayers have entrusted us with," he said. "This means we must make some changes in how we conduct business, ensure our processes and practices are streamlined, and leverage technology whenever possible to help contain costs.

"Bottom line is this: Consistent with the secretary of defense's efficiency initiatives, we must be more stewardship-conscious," Williams continued. "I need every commander, manager, supervisor, and leader, as well as each of you, to work diligently to identify ways to be more efficient in our business operations, challenge the status quo way of doing business, and find ways to make a difference."

Williams said he's impressed with how the agency's new headquarters facility at Fort Lee is progressing to help in meeting that challenge. With 18 conference rooms complete with video teleconference equipment, the staff will be able to communicate with customers worldwide.

Allen said this enhanced capability will directly support Gates' efficiency initiatives in creating a "culture of savings."

In preparation for the headquarters staff's move, the agency established transition management offices in the Fort Lee area and planned phased moves so it could continue operations without interruption, Allen noted. It sponsored transition fairs to educate employees about the moves, and services and support available to them.

The agency also offered 3-day permissive temporary duty travel orders for employees to travel at their own expense to the Fort Lee area to make their decisions about moving, Allen said.

Carter recognized yesterday the challenge of moving key people in the midst of the department's efficiency efforts.

"You are asking people who are part of the solution here to move to Fort Lee—to either relocate, or you are going to have to find somebody else to do that job," he said. "I realize we are in pursuit of the promised land of a better footprint. But boy, it is tough on people."

Frank Kendall, principal deputy under secretary of defense for acquisition, technology and logistics, emphasized during a recent forum at Fort Belvoir, Va., the role these people will play in the efficiency campaign.

"We can do initiatives and policies and have meetings, but at the end of the day, it's the people in the program offices who are running the programs and the chief engineers and their staffs in the contracting offices who are really going to make a difference in all this," he said.

Deputy Defense Secretary William J. Lynn III underscored Kendall's message.

"We're not only asking you to do business differently. We are asking you to do things that are inherently difficult," he told the group. "But as the secretary said, 'Difficult is not impossible.'"