



## Acquisition & Logistics Excellence

### AIR FORCE PRINT NEWS (OCT. 17, 2005) AIR FORCE, SMALL BUSINESS SPECIALISTS TOP DEFENSE AWARDS

**W**ASHINGTON (AFP) — The Air Force is the top-performing major defense agency in the Department of Defense Small Business Program for fiscal 2004, defense officials said. Also, two Air Force small business professionals earned awards, rounding out the top honors for the Air Force.

The recognition is the highest DoD agency-level small business program award. Air Force received the award in a ceremony in December at the Pentagon.

[Elizabeth A. Bryant](#), formerly of the 460th Space Wing, Buckley Air Force Base, Colo., is the DoD Small Business Specialist for 2004. [Reinette Alecozay](#), Air Education and Training Command, Randolph AFB, Texas, is the DoD Small Business Contracting Professional of the Year.

“What an honor for all Air Force small business specialists who contributed so much to the Air Force award, and these two small business professionals whose individual achievements have been recognized,” said Joseph G. Diamond, director of the Air Force Office of Small and Disadvantaged Business Utilization.

For the Air Force to take the top award attests to the strong partnership between small business specialists and Air Force leaders, he said. Wing commanders, and support group commanders in particular, also play a vital role in promoting the advocacy of small businesses.

“And the senior Air Force leadership continues to emphasize that small business provides affordable, effective, and sustainable warfighting capabilities to the Air Force,” he said.

Bryant earned the honor for her education and recruiting program that doubled the number of small business awards at her wing since 2002. Her business strategy also enabled the unit to exceed its HUBZone (historically underutilized business zone) goal for the first time.

Alecozay earned the award for pioneering Air Force Education and Training Command’s first set-aside for the Foreign Military Sales aircraft maintenance services. The resulting “best-value” award to a small business con-

tractor has the potential to save more than \$10 million over the five-year life of the contract.

### AIR FORCE MATERIEL COMMAND NEWS SERVICE (OCT. 27, 2005) PREDATOR'S SUCCESS UPS PROCUREMENT AND DEVELOPMENT

*Chris McGee*

**W**RIGHT-PATTERSON AIR FORCE BASE, Ohio (AFP) — With the MQ-1 Predator logging significant hours in counterinsurgency operations and earning troop support, the Air Force wants to buy more of the aircraft and develop the next-generation variant.

Predators worldwide are logging 4,000 hours a month in support of the war on terrorism and other operations. And since the Sept. 11, 2001 terrorist attacks, they have flown more than 103,000 combat hours in global operations, including a monthly record of 4,700 in July.

The Aeronautical Systems Center manages the unmanned aerial vehicles and Air Combat Command units operate them.

“Predator is a highly effective weapon system ideally suited for supporting U.S. and coalition forces,” said Thomas Severyn, director of center’s Predator Systems Squadron. “Achieving 4,700 hours in a month confirms that persistent armed reconnaissance is a key weapon in the global war on terrorism.”

As part of center’s Reconnaissance Systems Wing, the Predator Squadron procures aircraft, ground-control stations, support equipment, spare parts, depot repair services, and retrofits to upgrade older variants. The squadron also provides world-wide sustainment aid, like engineering, depot support, and supply chain management.

With Predator proving itself in combat and gaining legions of advocates, Congress authorized funding for 15 additional Predators and to accelerate delivery of aircraft already in production.

“We recently accepted Predator number 125, and we’ll exercise our third full-rate production contract in fiscal 2006,” Severyn said. “That includes a minimum of seven more Predators and a maximum of 36.”



Pictured is the MQ-9 Predator B Hunter/Killer. Predator is a long-endurance, medium-altitude, unmanned aircraft system for surveillance and reconnaissance missions. It has a Ku-band satellite data link to provide over-the-horizon mission capabilities.

Image courtesy U.S. Air Force and General Atomics Aeronautical Systems.

Even with the program's successes, the squadron is working to bring the next-generation system online. Predator MQ-9 will deliver significantly expanded capabilities, flying twice as high, twice as fast, and carrying four times the weapons. Those include the GBU-12, EGBU-12, and GBU-38 500 lb. joint direct attack munition.

"The MQ-9 will provide a hunter-killer capability and will feature the ability to use synthetic aperture radar to hunt for targets," Severyn said. "It will be able to cross-cue targeting data to the electro-optic/infrared sensor."

According to Severyn, the MQ-9—Predator B—is in the first stage of development and demonstration, and initial production. Initial combat capability versions are scheduled for delivery to operational units next spring, with production units targeted for delivery in 2008—after initial operational test and evaluation.

The Predator has quickly endeared itself to warfighters as a multi-role weapon system able to locate and strike time-critical targets, he said. And it provides a persistent eye in the sky over dangerous areas in Iraq and Afghanistan.

Driving the Predator's popularity are its two AGM-114 Hellfire missiles, sophisticated sensors and cameras feeding full-motion video to ground troops and aircraft.

"I have seen our UAS (unmanned aircraft system) force evolve from one that was principally an intelligence-collection platform in Bosnia to one that today has a very potent air-to-ground capability and represents a truly

flexible, combat platform," said Lt. Gen. Walter E. Buchanan III, 9th Air Force and U.S. Central Command Air Forces commander

Severyn said people working in Predator program acquisition find it both rewarding and motivating to know troops in the field are singing the Predator's praises and that they are testifying to how the system is helping eradicate insurgent threats and saving the lives of U.S. and coalition forces.

"Troops in the field speak highly of the system, want more of it, and credit Predator for saving lives," Severyn said.

He said the positive feedback "drives our people to do whatever it takes to provide support to the warfighters."

"The long hours are minor burdens when put in the perspective of Predator eyes flying overhead supporting coalition forces, providing combat intelligence, surveillance, and reconnaissance—and saving lives everyday," he said.

*McGee is with Aeronautical Systems Center Public Affairs, Wright-Patterson AFB, Ohio.*

### AIR FORCE PRINT NEWS (OCT. 31, 2005) AIR FORCE DEPOTS EXCEED MAJOR MAINTENANCE GOALS

**W**RIGHT-PATTERSON AIR FORCE BASE, Ohio—For the second consecutive year, the Air Force's three air logistics centers exceeded



their aircraft production goal and met their engine production goal, putting more hardware essential to the global war on terrorism and peacetime training missions into the hands of U.S. warfighters.

The overall on-time delivery rate for aircraft rose to 96 percent, an all-time high, according to statistics for fiscal year 2005 collected and analyzed by the logistics and sustainment directorate at Air Force Materiel Command headquarters. In all, the AFMC workforce at the three depots and the contractor workforce produced 1,152 aircraft, of which 239 were unscheduled for maintenance, but serviced because of need.

For aircraft produced organically (that is, in-house at AFMC facilities) the composite on-time production rate was even higher—99.2 percent. The established standard is 92 percent.

Contractor workers improved their on-time rates from 76.8 percent in 2004 to 89.9 percent.

“I’m in awe of our people for what they’ve accomplished,” said Gen. Bruce Carlson, AFMC commander. “It’s obvious to me that from the senior leadership at our depots on down to the people turning the wrenches, the hard work and innovative thinking they’ve displayed have been the difference between success and failure.”

Brig. Gen. Gary T. McCoy, AFMC director of logistics and sustainment, called the accomplishment “incredible,” saying, “This was a banner production year for our three logistics centers. What this really means is that our combined team of Air Force civilians, military members, and contractors returned more aircraft and engines to the warfighters—more front-line capability for the global war on terrorism. As an American, it makes me extremely proud of these committed patriots who are working so hard to ensure our warriors have what they need to get the job done.”

Work quality on the aircraft produced had logisticians celebrating as well. The number of defects per aircraft averaged 0.3. Additionally, engines produced met the goal of 334.

In the aircraft sustainment world, production refers to completion of required maintenance on aircraft and engines. Sometimes production is unscheduled because of an immediate need for maintenance or overhaul, but more often, production is a scheduled requirement known as programmed depot maintenance.

The air logistics centers, or depots, are located at Hill Air Force Base, Utah; Tinker AFB, Okla.; and Robins AFB, Ga. They report to AFMC headquarters.

Significant improvements in on-time delivery rates the past two fiscal years evolved from the practical implementation of Lean transformation practices. Lean is a methodology designed to create value, eliminate waste, and allow an organization to adapt quickly to change.

Earlier this month, the three air logistics centers each received the prestigious Shingo Prize for Excellence in Manufacturing. The Shingo prize recognizes organizations that apply innovative manufacturing strategies and practices to achieve world-class results. Prior to 2005, the Shingo prize was awarded only to private-sector companies.

### NAVY NEWSSTAND (DEC. 13, 2005) HORNET INDUSTRY AND NAVY TEAMS WIN HONORS

*Chuck Wagner*

**S**everal industry and Navy-led teams behind the F/A-18 Hornet have received prestigious recognition for their work in building and supporting the Navy’s premier fighter-attack aircraft.

The [Boeing Integrated Defense Systems F/A-18 program](#) won top honors at *Aviation Week’s* 2005 Program Excellence Awards during the publication’s Aerospace & Defense Programs and Productivity Conference in Phoenix, Ariz. Nov. 15. Boeing is the prime contractor manufacturing the aircraft.

Two Navy-led teams supporting the Hornet fleet were also recently announced winners of the first Secretary of Defense Performance Based Logistics Awards competition.

*Aviation Week’s* program excellence initiative evaluates four categories of program leadership—strategic linkage, organizational capability, managing complexity, and delivering performance. The initiative, launched in 2004, was developed on the basis of distinguishing between leadership and management, and the multi-faceted complexities of program leadership. The criteria were developed in concert with NASA, Defense Acquisition University, the Strategic Leadership Institute, and industry leaders.

“Smart program management among the Hornet Navy and industry team is essential to meeting our shared



In flight testing of the Joint Helmet Mounted Cueing System for the F/A-18F Super Hornet.

Image courtesy U.S. Navy



obligation to the warfighter. This program continues to deliver increasing capabilities at decreasing cost, ahead of schedule, all while the Navy is proving the worth of the aircraft in combat today,” said Capt. Donald Gaddis, the Navy’s F/A-18 program manager (PMA 265) at Patuxent River Naval Air Station, Md. “This is a model acquisitions program that has set new standards of industry support.”

The program’s award submission pointed out that the Super Hornet has the highest readiness rate of any Navy tactical aircraft, even while equipped with state-of-the-art technologies. The Super Hornet is a multi-mission aircraft used for air superiority, day/night strike with precision-guided weapons, fighter escort, close air support, suppression of enemy air defense, maritime strike, reconnaissance, forward air control, and mid-air refueling.

“The Hornet program has set the benchmark for future programs in the key areas of cost, schedule, overall performance, and integrating complex technologies. The Hornet program’s success is due directly to the culture the Hornet team leadership has fostered,” according to the program’s award submission statement.

The two recognized Navy teams are [Navy/General Electric F404 PBL Team](#) (sub-system level winner) and the [Navy/Honeywell Auxiliary Power Unit Total Logistics Support PBL team](#) (component level winner). Navy Inventory Control Point leads both teams.

The teams were selected from among numerous submissions from all military services. Their innovative logistics support solutions significantly increased the readiness of the F/A-18 Hornet, and that of other Navy aircraft, and reduced the cost to operate and maintain those aircraft. The teams received their awards at the Aerospace Industries Association Fall Product Support Conference in Hilton Head, S.C. Nov. 7–9.

The Hornet program—which includes the Navy and the Boeing-led Hornet Industry Team (Northrop Grumman, General Electric, and Raytheon)—was previously recognized with the Collier Trophy in 2000, which cited the Super Hornet’s previous year performance, efficiency, and safety as well as completion of the developmental program ahead of schedule and under cost.

*Wagner is with Naval Air Systems Command, Program Executive Office (Tactical Aircraft Programs) Public Affairs.*

### AMERICAN FORCES PRESS SERVICE (DEC. 12, 2005)

### SMALL DEFENSE FIRMS PROVIDE BIG SUPPORT FOR WARFIGHTERS

*Gerry J. Gilmore*

**W**ASHINGTON—The Defense Department does much business with large companies, yet smaller firms also make big contributions that help U.S. warfighters accomplish their missions, a senior DoD official said Dec. 12.



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In fact, small businesses accounted for about 23 percent of all contracts awarded by DoD in fiscal 2004, said Frank M. Ramos, director of the department's Office of Small and Disadvantaged Business Utilization. DoD awarded nearly \$47 billion in contracts to small businesses in fiscal 2004—a record, Ramos said.

"I'm so impressed in the four years that I've been here of the value and the innovation that small businesses have brought to the forefront—just huge," Ramos said at the conclusion of the 2004 Small Business Awards ceremony honoring DoD's military and civilian acquisition specialists in the Pentagon.

For example, Ramos said, small defense contractors have up-armored Humvees, provided ceramic plating for anti-ballistic vests, and developed the hand-held language-translation device that's used by servicemembers serving in Afghanistan, Iraq and elsewhere in the world.

Keynote speaker Kenneth J. Krieg, under secretary of defense for acquisition, technology and logistics, praised the awardees.

"You, the award winners, have set the standard for innovation, reasonable and intelligent risk-taking," Krieg said, "and that dogged persistence to achieve."

It's important that DoD seeks out ideas from small businesses, Krieg said, since they make up such a large portion of the U.S. economy. In fact, small businesses with fewer than 500 employees employ 52 percent of all American workers, according to the U.S. Small Business Administration.

"Our small business partners can help us fill gaps in our skill sets," Krieg said, "and also bring a more entrepreneurial spirit to the department."

Air Force civilian **Elizabeth A. Bryant**, a small business adviser at Buckley Air Force Base, Colo., was recognized under the Individual Achievement category—Small Business Specialist of the Year—for doubling her unit's small business contract awards since fiscal 2002.

"I think it's important to DoD to show that small business is capable beyond such a small, confining word as 'small,'" Bryant said. "They are extraordinary in so very many ways."

"This is not an award for me," Bryant said. "This is an award for all the strong, capable small businesses out there."

Other recipients of DoD's 2004 awards were:

### Individual Achievement

- Reinette Alecozay, Randolph Air Force Base, Texas, Small Business Contracting Professional of the Year
- U.S. Army Maneuver Ammunition Systems Team: Col. Mark Rider, Bill Sanville, Robert Crawford, Lt. Col. Matt Butler, Robert Kowalski, Mary Crosson, Maj. Bruce Floresheim, and Kimberly Ritacco, Small Business Program Manager of the Year.

### Strategic Management System Awards

- U.S. Army, Outstanding Small Disadvantaged Business Participation Program
- Defense Threat Reduction Agency, Outstanding Small Disadvantaged Business Participation Program
- U.S. Army, Outstanding Historically Underutilized Business Zone Program
- Defense Finance and Accounting Service, Outstanding HUBZone Program
- Defense Logistics Agency, Outstanding Support of Women-Owned Small Businesses in DoD Acquisition
- Defense Advanced Research Projects Agency, Outstanding Support of Women-Owned Small Businesses in DoD Acquisition
- U.S. Air Force, Overall Outstanding Small Business Program Award
- Defense Intelligence Agency, Overall Outstanding Small Business Program Award.

Additional information on the Department of Defense Small and Disadvantaged Business Utilization programs is available at <http://www.acq.osd.mil/sadbu/overview/index.htm>.

### U.S. ARMY DEVELOPMENTAL TEST COMMAND (DECEMBER 2005) TEST DIRECTOR AT YUMA PROVING GROUND IN ARIZONA PLAYS KEY ROLE IN ARMY ACQUISITION PROGRAM

*Mike Cast*

**J**ulio Dominguez, director of testing at the Army's Yuma Proving Ground (YPG) in Arizona, has spent more than 20 years working on test programs for the Army, in part because his life in the Marine Corps helped to instill an appreciation for the needs of people in uniform. In December his efforts on behalf of the Army earned him an Army award for meritorious civilian service.



“When I was in the Marine Corps, I worked with munitions and artillery,” he said during a recent interview. “I found out the Army needed artillery test engineers, so I jumped at the opportunity to work in that arena. I left the Marine Corps, but I have always felt a strong bond to Marines, and to soldiers too.”

Dominguez, a native of New Mexico who began his testing career at Yuma in 1985, served the Marine Corps in locations as diverse as southern California, the Philippines, and Okinawa. While in service, he attained the rank of sergeant and earned the airborne patch.

His educational achievements include a bachelor of science degree in engineering from the New Mexico Institute of Mining and Technology; a master of science degree in gun-system design from the Royal Military College of Science at Cranfield, Great Britain; and a master’s degree in management from Northern Arizona University. He also completed the Senior Executive Fellowship program at Harvard’s John F. Kennedy School of Government. As a member of the Army Acquisition Corps, he is certified in test and evaluation.

His keen interest in guns prompted him to spend a year in England getting one of his master’s degrees, an effort that was all the more challenging because he had earned his bachelor’s degree 14 years earlier. “That’s a big time separation, especially for the subjects you don’t use on a day-to-day basis in your life or on your job,” he said. “It was challenging, but also a lot of fun to study guns, which I had been interested in since I was a kid.”

He paid out-of-pocket expenses to bring his family to England and have them live with him while he earned his master’s degree, but his studies kept him too busy to do much traveling or sightseeing with them.

Dominguez began his career as an artillery test-project engineer, then became the chief of the Munitions Branch, after which he became chief of the Munitions and Weapons Division before becoming director of Ground Combat Systems. He said he has worked on every major artillery test program at YPG over the past 20 years, including programs to field the Paladin Self-Propelled Howitzer, the Sense-and-Destroy Armor munitions, the Crusader Self-Propelled Howitzer, and the recent testing of the XM982 Excalibur, the Army’s precision-guided, extended-range projectile.



Pictured in December 2005 in his office at Yuma Proving Ground, Ariz., is Julio Dominguez, who received an award for meritorious civilian service in his role as director of testing at the U.S. Army Developmental Test Command. Photo courtesy U.S. Army Developmental Test Command.

The importance of his work to the welfare of soldiers is something that motivates him, he said, especially now that U.S. forces are fighting terrorism in Afghanistan and Iraq. A career-enhancing assignment at the Developmental Test Command (DTC) as acting director of DTC’s Directorate of Test Management made it clear to him that people in DTC headquarters and various other organizations headed by the Army Test and Evaluation Command (ATEC) have the same level of commitment.

“There were times when I came into the office (at DTC) very early, and there were times when I left very late, and not a single time was I the only person in the place,” he said. “I found that people were completely and absolutely dedicated to what they do. There is an innate



knowledge that what we do is very important, and we know why's it's important."

When a military system is being considered for Army acquisition, the Army Test and Evaluation Command's evaluators must provide a thorough and objective System Evaluation Report to key decision makers—an appraisal free of lobbying by defense contractors, political figures, or other system proponents. ATEC System Teams—which include testers and evaluators, test managers, the managers of Army acquisition programs, and a variety of other Army organizations—collaborate to give evaluators the data they need to report system performance accurately and fairly. Dominguez said his work at DTC headquarters gave him a greater appreciation for the way in which ATEC System Teams work to ensure the Army acquires the systems that soldiers need. His assignment at DTC also helped him understand some of the issues that confront a headquarters staff.

"I learned more deeply than I already knew the role that test managers play in ATEC System Teams," he said. "Down at the test center, I certainly had a more limited view of what these people do. Having been at (DTC headquarters) and having worked with them, I now have a very good understanding of how they do what they do and the great value they add to the Army test process."

The learning process was not one sided. "I think I added a little perspective from the field," he said. "A lot of the test managers at the headquarters level come from working at test centers, but not all of them do, and I think I provided some education where possible." He said his assignment at DTC also gave him the personal satisfaction of working with test and evaluation professionals on programs crucial to the Army.

"I had the privilege of being involved in decisions concerning the Army's Future Combat Systems, which is the most important program in the Army's future," he explained. "I was also privileged to have involvement with the up-armored vehicle efforts and other things going into the war theater."

The fielding of technologies designed to combat the menace of "improvised explosive devices"—the Army's lingo for the home-made explosive devices that insurgents are using to kill and maim U.S. servicemembers in Iraq and Afghanistan—is a key focus for the Army's testers and evaluators as well as Army leadership. There has been

an "absolute" commitment to that program at DTC and other ATEC organizations, Dominguez said.

Dominguez said his greatest reward has been the opportunity to work with dedicated professionals. He credited their efforts, more than his, for his recent award. "I've got a great bunch of people who work with me," he said. "They are dedicated crews who are willing to do whatever is needed for the soldier."

*Cast is a Public Affairs Specialist with U.S. Army Developmental Test Command, Aberdeen Proving Ground, Md.*

### PEO EIS NEWS RELEASE (NOV. 1, 2005) STANDARD PROCUREMENT SYSTEM WINS CIO ENTERPRISE VALUE AWARD

**F**ORT BELVOIR, Va.—Program Executive Office Enterprise Information Systems (PEO EIS) announced today that *CIO Magazine* selected the Standard Procurement System (SPS) as the government winner of the magazine's 14th Annual CIO Enterprise Value Awards. The CIO Enterprise Value Awards are presented annually to one organization in each participating industry. The winners demonstrate the best use of sound, innovative information technology techniques to achieve business objectives.

SPS develops a suite of software products that automates and standardizes the procurement process across the Department of Defense. The software supports more than 23,000 DoD procurement personnel throughout the United States and in 15 countries. SPS is the first and only Department-wide standard business system recognized by DoD.

"SPS is a key component of DoD's business transformation efforts. The program brings efficiency to the procurement process, speeding delivery of goods and services to America's warfighters in locations around the world. We are honored to receive this award and to be included in a category of such elite winners," said SPS program manager Army Col. Quentin Peach.

#### About the Standard Procurement System (SPS)

SPS began in 1997 as a DoD initiative to replace more than 70 diverse contract-writing systems with a standard system that would provide a technology-based solution to DoD's financial management challenges. First deployed in 1997, SPS is currently used by 23,000+ DoD contracting professionals in approximately 800 locations worldwide. SPS provides a standard, automated pro-



curement process that integrates seamlessly with other defense financial and logistics software systems. SPS will be formally transferred to the Defense Business Transformation Agency in 2006.

Learn more about SPS at <http://www.spscoe.sps.eis.army.mil/>.

### NAVAL SUPPLY SYSTEMS COMMAND OFFICE OF CORPORATE COMMUNICA- TIONS (NOV. 23, 2005) **TWO NAVICP TEAMS RECOGNIZED WITH DOD PERFORMANCE BASED LOGISTICS AWARDS**

**T**wo Naval Inventory Control Point (NAVICP)-led performance-based logistics (PBL) teams were recently announced by the secretary of defense as winners in the first annual Secretary of Defense PBL Awards competition. The Awards spotlight significant PBL successes and encourage greater use of PBL throughout the Department of Defense. DoD uses PBL to improve weapons systems readiness by using the best mix of DoD and industry resources to operate and maintain weapons systems at reduced cost over their useful lives. Winners are selected from three award categories: system level, sub-system level, and component level.

The two Navy teams are the [Navy/General Electric \(GE\) F404 PBL Team](#) (sub-system level winner), and the [Navy/Honeywell Auxiliary Power Unit Total Logistics Support \(APU/TLS\) PBL Team](#) (component level winner). Represented on the Navy/GE team are NAVICP, Naval Air Systems Command (NAVAIR), NAVAIR Depot Jacksonville, Fla., and GE. The Navy/Honeywell team consists of NAVICP, NAVAIR, NAVAIR Depots Cherry Point, N.C., and Jacksonville, Fla., and Honeywell.

The teams were selected from numerous submissions from all Services. Their innovative logistics support solutions significantly increased the readiness of the Navy's front line fighter aircraft, the F/A-18 Hornet, and that of other Navy aircraft, and reduced the cost to operate and maintain those aircraft over their useful lives.

The F404 engine, which powers the F/A-18 Hornet, currently stands at its highest level of combat readiness and customer satisfaction since its introduction to the fleet. The Navy/Honeywell team, whose best practices are now shared across DoD and industry, led the way for PBL with unprecedented program performance.

"PBLs are the most significant change in fleet support process I can recall," said Rear Adm. Michael S. Roesser, commander, NAVICP. "They have provided excellent solutions to longstanding material problems. I believe they have significantly improved readiness."

The teams received their awards at the Aerospace Industries Association (AIA) Fall Product Support Conference held at Hilton Head, S.C., Nov. 7-9, 2005.

NAVICP, which is the largest field activity of the Naval Supply Systems Command (NAVSUP), procures, manages, and supplies spare parts of naval aircraft, submarines, and ships worldwide. NAVICP is responsible for over 400,000 items of supply, \$21 billion of inventory, and annual sales of \$4.2 billion. It has two locations: one in the Lawncrest section of Northeast Philadelphia and the other in Mechanicsburg, just outside Harrisburg, Pa.

NAVSUP's primary mission is to provide U.S. naval forces with quality supplies and services. With headquarters in Mechanicsburg, Pa., and employing a worldwide work force of more than 24,000 military and civilian personnel, NAVSUP oversees logistics programs in the areas of supply operations, conventional ordnance, contracting, resale, fuel, transportation, and security assistance. In addition, NAVSUP is responsible for quality of life issues for our naval forces, including food service, postal services, Navy Exchanges, and movement of household goods.

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### AIR FORCE PERSONNEL CENTER NEWS SERVICE (DEC. 14, 2005) **AIR FORCE NAMES 2005 SIJAN AWARD RECIPIENTS**

**R**ANDOLPH AIR FORCE BASE, Texas (AFPN)—The Air Force recognized four airmen with the Service's 2005 Lance P. Sijan Air Force Leadership Award.

The Sijan award annually recognizes Airmen who demonstrate outstanding leadership abilities while assigned to organizations at the wing level or below.

The 2005 recipients are:

Senior officer—[Lt. Col. Gerald J. Ven Dange](#), Defense Contract Management Agency West at Redondo Beach, Calif. The Air Force recognized Ven Dange for his support of the Iraqi theater transportation mission that provided more than 80 percent of all cargo transiting Iraq



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for use by coalition forces. His technical expertise, leadership, and guidance helped achieve mission success in support of warfighters.

Junior officer—[Capt. William M. Dains](#), Wright-Patterson Air Force Base, Ohio. Dains managed supply, logistical, maintenance, and detainee movements in Iraq. He built and organized a combat convoy section from scratch that included mission binders, strip and grid maps, and an in-depth 60-page standard operating procedure guide. During his tour, Dains executed 1,200 missions and transported 20,000 passengers over 60,000 miles of dangerous Iraqi roadways.

Senior enlisted—[Master Sgt. Ramon Colon-Lopez](#), Kirtland AFB, N.M. Colon-Lopez trained and led an elite element of handpicked operators in multiple direct-action missions against terrorist organizations in support of the global war on terrorism. As the director of training at the pararescue school, he led a cadre of pararescuemen and survival, evasion, resistance, and escape instructors in the largest premier rescue school in the Defense Department. His leadership helped ensure the safe training and education of more than 150 pararescue and combat rescue officer students per year.

Junior enlisted—[Senior Airman Grailin M. Blamer](#), Fort Lewis, Wash. Airman Blamer provided advice and close-air-support command and control during a six-month combat tour in support of Operation Iraqi Freedom. His actions and calm demeanor while under enemy fire led to the destruction of enemy combatants and saved countless coalition lives.

The Sijan award was first given in 1981. It was named in honor of the first U.S. Air Force Academy graduate to receive the Medal of Honor. Capt. Sijan was shot down over Vietnam on Nov. 9, 1967, and evaded capture for 45 days despite severe injuries. After being captured, he overpowered a guard and crawled into the jungle, but was recaptured. He later died while in a Vietnamese prisoner-of-war camp. He was presented the Medal of Honor posthumously for his heroism.

### AIR FORCE PRINT NEWS (DEC. 14, 2005) AIRMEN EARN AWARDS FOR INNOVATIONS, IMPROVEMENTS

**W**ASHINGTON (AFPN)—Airmen from seven major commands received the Chief of Staff Team Excellence Awards (CSTEAs) and Air Force Best Practice certificates for mission process improvements.

Secretary of the Air Force Michael W. Wynne and Deputy Chief of Staff for Personnel Gen. Roger A. Brady presented the trophies and certificates to the winners in a ceremony at the Pentagon Dec. 13.

The awards recognize teams that use a systematic approach to enhance mission capability, improve operational performance, and create sustained results.

“We’re making a push for continuous process improvement,” Wynne said. “And, (your) doing it as a team is a wonderful event. We are extremely proud of you.”

Five teams received the excellence awards. Six teams received the Air Force Best Practice certificate.

The award winners are:

*Air Force Chief of Staff Team Excellence Award*  
**Operational Procedure Emulator Team, 381st Training Group, Vandenberg Air Force Base, Calif., Air Education and Training Command**

By developing a Web-based interactive personal emulator, the team enhanced the technical training mission for intercontinental ballistic missile operators. The Operational Procedures Emulator for Academic Training provides students with instant hands-on application. The training has led to a 42 percent improvement in comprehension and a 20 percent increase in proficiency.

Team members are: Lt. Col. Wayne R. Monteith, Capt. Jimmy K. Brown, Capt. Karl Basham, Capt. Jared Nelson, Capt. Casimiro Benevidez III, Capt. John Sill, Capt. John Bales, Capt. Ryan Surroz, Capt. Joel Bius, Capt. Mike Maciejewski, Capt. Eric Talcott, Linda Hill, Roger Toney, Alex Aranda, and John Barnes.

*Air Force Chief of Staff Team Excellence Award and Air Force Best Practice Winner*  
**Wheel and Tire Production Team, 62nd Maintenance Squadron, McChord AFB, Wash. Air Mobility Command**

This team found a better way to tear down, build up, and supply C-17 Globemaster III aircraft wheel and tire assemblies. An assembly had spent 19 hours and 34 minutes in transportation or holding areas during issue or turn-in. Technology upgrades eliminated manual labor, and process enhancements optimized flow. The team cut the build up and tear down process time 67 percent, enabling a wheel and tire section of 11 people to operate with five. The team then established one central supply point. This cut a 16-step supply process to five steps,



## Acquisition & Logistics Excellence

reducing the issue and turn-in time 93 percent, and enabling an 11-person supply team to operate with four people.

Team members are: Capt. Jason R. York, 1st Lt. Garrett W. Knowlan, Chief Master Sgt. Jeffrey E. McKenzie, Master Sgt. Randolph Marks, Master Sgt. Teresa A. Myers, Master Sgt. Archie S. Vance, Tech Sgt. Michael L. Brown, Staff Sgt. Robert J. Gray, Staff Sgt. David G. Gallegos, Staff Sgt. Lawrence C. Volstorff, Staff Sgt. Kevin S. Cloyd, Staff Sgt. Shawn A. Kubo, Staff Sgt. Tanya S. Polzin, Staff Sgt. Carlos J. Lewis, Senior Airman Alexander Rojas, Senior Airman Rodney P. Sasina, Senior Airman Derek M. Welinski, Senior Airman Adam L. Hardgrove, Airman 1st Class Ghassan M. Khan, Airman 1st Class Erich A. Boehm, Airman 1st Class Michael W. Naramore, Airman 1st Class Jesse J. Hope, Steven E. Rector, Bryan L. Owen, Barry A. Frerichs, Carole L. Kaser, Janice E. Barker, Roxane Crafton, and Daniel Benjamin.

*Air Force Chief of Staff Team Excellence Award and  
Air Force Best Practice Winner*  
**Aging Aircraft Wire/Component Test Team,  
4th Component Maintenance Squadron, Seymour  
Johnson AFB, N.C., Air Combat Command**

This team identified that over 34 percent of all F-15 Strike Eagle aircraft discrepancies are a result of an electrical problem. The team researched and procured a commercial tester. Use of the wiring analyzer has saved more than 9,000 manhours and more than \$269,000 in its first six months. Additionally, they now have the ability to write programs and export them via e-mail as successfully performed during Operation Iraqi Freedom. Airmen from Eglin AFB, Fla., and Pope AFB, S.C., have received training to use the tester on the F-15 Eagle and A-10 Thunderbolt II.

Team members are: 1st Lt. Christopher E. Sweet, 1st Lt. David M. Grassie, Master Sgt. Stephen W. Hoggard, Tech. Sgt. David M. Roberts, Staff Sgt. Shawn H. Speirs, Staff Sgt. Timothy M. Weaver, Airman 1st Class Seth T. Evans, and Tom Jordan.

*Air Force Chief of Staff Team Excellence Award and  
Air Force Best Practice Winner*  
**Space Power Lab Team, National Security Space  
Institute, Colorado Springs, Colo.  
Air Force Space Command**

The Space Power Lab identified the need to improve the training processes at the NSSI, and developed a scenario-

based interactive modeling and simulation environment stressing creative thinking and collaborative problem solving. Nine of the 13 space educational courses conducted at the NSSI use the Space Power Lab to reinforce classroom concepts. Students immersed in the Space Power Lab gain an appreciation for the complexity of war planning, the dynamics involved in executing these plans, and the overall integration of space capabilities.

Team members are: Lt. Col. Mark L. Adkins, Master Sgt. James S. Bonner, Curtis Whitlow, Gregg Chambers, Jason Steers, Ruben Fritts, and David McKeely.

*Air Force Chief of Staff Team Excellence Award and  
Air Force Best Practice Winner*  
**Enterprise Weapon Systems Certification Team,  
Computer Systems Squadron, Hickam AFB, Hawaii  
Pacific Air Forces**

The command's Computer Systems Squadron leadership became aware of a serious deficiency in mission crew position certifications. As indicated by inspections, less than 10 percent of all mission crews completed mission qualification training or successfully passed the mission qualification examination. The team researched industry best practices and created an enterprise network weapons simulator, the Advanced Theater Training and Certification Center, based on the creative use of new technology saving \$2 million and 8,000 manhours. Use of the simulator reduced training time by 45 percent.

Team Members are: Ammon Leeson, 1st Lt. Tiffany Smith, Senior Master Sgt. James Goss, Tech. Sgt. David M. Miller, Tech. Sgt. Steven Delong, Staff Sgt. Brian G. Brown, Staff Sgt. Noelle Turk, and Allen Hill.

*Air Force Best Practice Winner*  
**The OpsNet Team, 340th Flying Training Group,  
Randolph AFB, Texas,  
Air Force Reserve Command**

This team developed a suite of Web-based reservist management tools called OpsNet. The OpsNet tools streamlined administrative control workload by 80 percent, allowing the 340th FTG to redirect over 1,950 man days per year back to the primary mission. This generated a cost avoidance of \$487,500 per year. The OpsNet team generated a validated return on investment of 2,000 percent in man-day savings in 2003 and 2004. The 10-year ROI is projected at 7,400 percent. The tools created by the OpsNet team have become the foundation for a new AFRC command-wide effort to field Web-based reservist management tools called ReserveNet.



*Air Force Best Practice Winner*  
**F-15 Central Gearbox Lean Team, 309th Commodities  
Maintenance Group, Power Systems Accessories  
Squadron, Hill Air Force Base, Utah,  
Air Force Materiel Command**

This team enhanced the repair and overhaul process for the F-15 central gearbox product family by using a three-phase approach to lean manufacturing within the maintenance, repair, and overhaul environment. Flow days reduced from 95 days to 24 days. The end-item sales price for two different central gearbox models has reduced costs 18 percent and 54 percent. The process saved the Air Force \$5.1 million the first year. A 25 percent reduction of aircraft downtime has been achieved and sustained.

### U.S. AIR FORCES IN EUROPE PUBLIC AFFAIRS (DEC. 29, 2005) **WYNNE: MORE INTEGRATED OPERATIONS IN AIR FORCE'S FUTURE**

*1st Lt. Elizabeth Culbertson, USAF*

**R**AMSTEIN AIR BASE, Germany (AFPN)—The secretary of the Air Force said the Service is headed toward more integrated operations. Secretary of the Air Force Michael W. Wynne stopped at this airlift base Dec. 23 after trips to bases in Southwest Asia and Germany. He talked about the importance of force integration, new weapons platforms and Air Force people.

"We used to talk about the future total force. I think we need to stop that. The total force is now," he said.

Wynne said he noticed during his trip that units of active duty, guard, and reserve airmen were fully integrated to complete the mission—whether at Balad Air Base in Iraq or at Landstuhl Regional Medical Center, Germany.

"It is an amalgamated force that we're fighting with today," he said. "It was hard to tell who was a reservist, who was active, and who was a National Guardsman."

The total force concept aims to tap into the inherent strength and experience of all three Air Force components to increase overall combat capability.

The secretary said airmen have only to look to the new F-22A Raptor unit to see the Service's recognition of the importance of total force.

"It is truly an historic event that we are standing up our finest weapons system, the F-22A, in an associate guard

and active wing. This is where the Air Force is going ... and it's going there in a hurry," he said.

Wynne said the announcement that the F-22A achieved initial operational capability is the "end of a quest" lasting more than 20 years. "This is a capstone moment, when we finally achieve stealth, speed, and precision in one platform," he said.

The secretary also mentioned the next fighter platform, the Joint Strike Fighter. "I want to make sure that (the F-22A) is available to our country until we get another fifth generation fighter—the Joint Strike Fighter—operationally ready," he said.

Wynne said no matter what platform it uses, the Air Force's greatest strength remains its airmen. "[The Air Force] has developed incredibly capable, innovative, and I would say, inquisitive airmen," he said.

Wynne described Air Force maintainers in Iraq recruited to up-armor vehicles. Now, he said, the manufacturer sends these airmen prototypes to evaluate. "The innovations that the airmen bring are our single greatest accomplishment," he said.

Airmen are also functioning in an increasingly joint environment, the secretary said. They operate with the Navy, Army, and Marine Corps in Operation Iraqi Freedom and Operation Enduring Freedom. "This war is about a joint fight, more than anything else we have seen. It is a remarkable synergy. What airmen bring to a joint fight is the unique capability and capacity to innovate and understand airpower," he said.

Wynne said in the coming year he hopes to see airmen embrace the new Air Force mission statement and become more proficient at delivering sovereign options for America through air, space, and cyberspace.

"What I want is to make sure that the airmen are very knowledgeable and that they are accountable at the end of the day to do what they say and say what they do," he said. "Master that—become knowledgeable, provide your great innovative and creative ideas on behalf of the joint force and the joint fight, and America will be better off for it, and I think the world will be better off for it."

*Culbertson is with U.S. Air Forces in Europe Public Affairs, Ramstein Air Base, Germany.*