



## Acquisition & Logistics Excellence

AIR FORCE MATERIEL COMMAND  
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### TOOL KIT AIDS LOGISTICIANS, PROGRAM MANAGERS

*Brenda Robinson • Dean DeBee*

**W**RIGHT-PATTERSON AIR FORCE BASE, Ohio—Has this ever happened to you? An aircraft modification kit is sent to your unit. Upon receipt, you verify the kit has all the parts listed on the inventory and review the modification instructions. Satisfied, you schedule one of your multi-million dollar aircraft for incorporation of the new capability.

After you start work and make electrical wiring or structural changes that cannot be undone, you discover the modification kit is missing vital pieces that were not on the original parts listing. Your expensive aircraft is now a static display, unable to perform its mission while the agonizingly slow process of figuring out what went wrong takes place.

This scenario is one example of a product support problem. Product support is a continuous and collaborative set of activities that establish and maintain the operational capability of a system, subsystem, or major end item throughout its life cycle. It is a cradle-to-grave effort to plan, design, acquire, supply, repair, operate, and retire a warfighter capability.

In 2005, Air Force requirements to promote a better understanding spurred the creation of the Product Support Campaign, or PSC. It's a revitalization effort to improve and standardize product support throughout the Air Force. The effort was co-championed by Barbara Westgate, executive director at Headquarters Air Force Materiel Command; Blaise Durante, deputy assistant secretary for Acquisition Integration, Office of the Assistant Secretary of the Air Force for Acquisition; and Michael Aimone, assistant deputy chief of staff for Logistics, Installations, and Mission Support, Headquarters, U.S. Air Force.

As part of the PSC, focus area teams concentrated on improvement areas identified through value stream mapping that would have the greatest impact on product support. Each focus area team was comprised of multi-functional acquisition and sustainment professionals from across the Air Force dedicated to improving product support.

One such team was the Process Focus Team. It was led by Eilanna Price, chief of logistics for the 77th Aeronautical Systems Wing. Co-champions included Fran Duntz, Electronic Systems Center deputy for Acquisition at Hanscom AFB, Mass.; and Kenneth Percell, Warner Robins Air Logistics Center executive director at Robins AFB, Ga.

The culmination of this team's deliverables resulted in the Life Cycle Logistics Management Tool Kit consisting of the logistics process matrix, 31 logistics checklists, and the logistics kneepad reference. The tool kit is a helpful reference for logisticians or program managers performing logistics-related tasks during a product's life cycle.

"These new standardized processes are intended to capitalize on lessons learned and allow more efficient processes to be used in executing a strong product support program," said Price.

"The tool kit will help program and logistics managers in all program and staff offices move through the Product Support realm with greater credibility and accuracy," said Duntz. "The development of standardized processes, flow charts, and checklists simplify the tasks that need to be done in order to field and support our warfighting systems."

Maj. Gen. Art Morrill, director of logistics, HQ AFMC/A4 and Logistics Officer Association Wright Brothers Chapter Advisor, is championing these transformation efforts.

"With AFMC's growing role as a full-spectrum support command, we're absolutely committed to the deployment and institutionalization of the Life Cycle Logistics Management Tool kit and related enabling devices," the general said.

The team's tools are to be incorporated into the Expeditionary Combat Support System after completion of ongoing Logistics Enterprise Architecture certification. Additionally, the team worked with the Air Force Institute of Technology and incorporated product support process training into AFIT courses SYS 281, Air Force Acquisition and Sustainment, and SYS 400, Current Topics in Acquisition and Sustainment.



Price and her team members have also built an informational road show and will present it to AFMC product and air logistics center in February.

The team's handiwork likely will leave an indelible mark on AFMC and the Air Force.

"The AFMC vision of 'War-Winning Capabilities ... On Time, On Cost' will be better served through the use of standardized processes." Duntz said. "Speed and credibility will undoubtedly improve, our people will be better able to deliver products and services with complete cradle-to-grave support planning and execution that meet today's warfighter needs."

Anyone interested in the tool kit or road show brief can find links to them in the "Products, Services, and Tools" section of the HQ AFMC/A4A Air Force Portal Web site. Public contact: <<http://www.dod.mil/faq/comment.html>>.

*Robinson and DeBee are with the AFMC Directorate of Logistics.*

### DEPARTMENT OF DEFENSE NEWS RELEASE (MARCH 5, 2007)

#### **\$41.2 MILLION AWARDED TO UNIVERSITIES FOR RESEARCH EQUIPMENT**

**T**he Department of Defense today announced plans to award \$41.2 million to academic institutions to support the purchase of research instrumentation under the Defense University Research Instrumentation Program (DURIP). All awards are subject to the successful completion of negotiations between DoD research offices and the academic institutions. The 199 awards to 112 academic institutions are expected to range from about \$50,000 to \$950,000 and average \$207,000.

DURIP supports the purchase of state-of-the-art equipment that augments current university capabilities or develops new university capabilities to perform cutting-edge defense research.

DURIP meets a critical need by enabling university researchers to purchase scientific equipment costing \$50,000 or more to conduct DoD-relevant research. Researchers generally have difficulty purchasing instruments costing that much under research contracts and grants.

These awards are the result of a merit competition for DURIP funding conducted by the Army Research Office,

Office of Naval Research, and Air Force Office of Scientific Research.

Each office requested proposals from university investigators working in areas of importance to DoD. This includes research related to information technology, remote sensing, propulsion, electronics and electro-optics, advanced materials, and ocean science and engineering.

In response to the requests, the research offices collectively received 780 proposals, requesting \$220 million in support for research equipment.

The list of winning proposals can be viewed at <<http://www.defenselink.mil/news/Mar2007/d20070305durip.pdf>>.

### DEPARTMENT OF DEFENSE NEWS RELEASE (MARCH 7, 2007) **DEPARTMENT OF DEFENSE ANNOUNCES VALUE ENGINEERING ACHIEVEMENT AWARD WINNERS**

**U**nder Secretary of Defense for Acquisition, Technology, and Logistics Ken Krieg has announced the winners of the 2006 Department of Defense Value Engineering Achievement awards. Value engineering is a systematic process of function analysis identifying 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 counterparts to improve the joint value proposition by promoting innovation and creativity. These innovative proposals seek best value solutions as part of a successful business relationship.

During fiscal 2006, 3,473 in-house value engineering proposals and contractor-initiated value engineering change proposals were accepted with projected savings/cost avoidance in excess of \$1.6 billion.

The Value Engineering Awards Program is a highly visible acknowledgment of exemplary achievements and encourages additional projects to improve in-house and contractor productivity. Award winners from each DoD component were eligible for selection in the following five categories: program/project, individual, team, organization, and contractor.



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Additional special awards were given to recognize innovative applications or approaches that expanded the traditional scope of value engineering use.

Awards are announced for the following individuals or teams in the categories noted:

### OFFICE OF THE SECRETARY OF DEFENSE

**Special:** Danny Reed, Value Engineering Program management consultant, Institute for Defense Analyses

### ARMY

**Program/Project:** Army Small Computer Program Communications-Electronics Life Cycle Management Command

**Individual:** Terrie Bramlett, U.S. Army Aviation and Missile Life Cycle Management Command

**Team:** MILCON Transformation Development Team, U.S. Army Corps of Engineers

**Organization:** U.S. Army Aviation and Missile Life Cycle Management Command

**Contractor:** GMA Cover Corp.

**Contractor:** Goodyear Tire and Rubber Co.

**Special:** U.S. Army Joint Munitions Command—VE Team

**Special:** Precision Fires Rocket & Missile System Project Office IPT Leads

**Special:** U.S. Army Corps of Engineers Louisville District

### NAVY

**Program/Project:** ALQ-99 Band 9/10 Transmitter High Voltage Modules for EA-6B, Naval Surface Warfare Center, Crane Division

**Team:** AN/SQQ-32(V) Minehunting Sonar Set Hull Penetrator Cable Improvement Team, Mine Warfare Program Office, PMS495

**Organization:** Electro-Optic Technology Division, Naval Surface Warfare Center, Crane

**Special:** Rolling Airframe Missile Alteration Installation Team, Naval Surface Warfare Center, Port Hueneme Division

**Special:** MK54 Lightweight Torpedo Undersea Weapons Program Office, PMS 404

**Special:** AN/SLQ-32(V) High Voltage Power Supply Heater Voltage Control, Surface Electronics Warfare Systems Division, Crane

**Team:** Marine Corps—Advanced Man Portable Air Defense System, Expeditionary Warfare Systems Division, Crane

### AIR FORCE

**Individual:** Marty Sheppard, Robins Air Force Base, Ga.

### DEFENSE LOGISTICS AGENCY

**Program/Project:** Edwin Lilly, Reverse Engineering Project, Defense Supply Center Richmond

**Individual:** Jeff Culbertson, Defense Supply Center Columbus

**Team:** Should Cost Program Team, Defense Supply Center Richmond

**Organization:** Defense Supply Center Richmond

**Special:** Diana Cross, Defense Supply Center Columbus

**Special:** Defense Supply Center Columbus Value Management Office

### MISSILE DEFENSE AGENCY

**Program/Project:** Terminal High Altitude Area Defense Project Management Office

**Individual:** JD Stingel, Missile Production Engineering and Manufacturing Division, Huntsville, Ala.

**Team:** THAAD Software Value Engineering Team Huntsville and Redstone Arsenal

**Special:** Nancy Sims, Terminal High Altitude Area Defense, Huntsville, Ala.

### DEFENSE CONTRACT MANAGEMENT AGENCY

**Contractor:** Northrop Grumman Integrated Systems, El Segundo, Calif.

### DEFENSE INTELLIGENCE AGENCY

**Team:** Trusted Wisdom Program Office

### DEFENSE INFORMATION SYSTEMS AGENCY

**Program/Project:** Global Information Grid-Bandwidth Expansion Program Office

### DEFENSE FINANCE AND ACCOUNTING SERVICE

**Program/Project:** Inquiry Management and Tracking System Project

**Team:** Defense Property Accountability System Quality Assurance Team

### DEPARTMENT OF DEFENSE NEWS RELEASE (MARCH 7, 2007)

#### 67 UNIVERSITIES SELECTED TO RECEIVE \$207 MILLION IN RESEARCH FUNDING

**T**he Department of Defense announced today 36 awards to academic institutions to perform multi-disciplinary basic research totaling \$19.4 million in fiscal 2007 and \$207 million over five years.

Awards are subject to the successful completion of negotiations between the academic institutions and DoD research offices that will make the awards including the



Army Research Office (ARO), the Office of Naval Research (ONR), and the Air Force Office of Scientific Research (AFOSR).

The awards are the result of the fiscal 2007 competition that ARO, ONR, and AFOSR conducted under the DoD Multi-disciplinary University Research Initiative (MURI) program.

The MURI program supports multi-disciplinary research in areas of DoD relevance that intersect more than one traditional science and engineering discipline. A MURI effort typically involves a team of researchers with expertise in a variety of disciplines in order to accelerate both research progress and transition of research results to application.

Based on the proposals selected in the fiscal 2007 competition, 67 U.S. and two Canadian academic institutions are expected to participate in the 36 research efforts. Support for the two Canadian academic institutions will be provided by a Canadian research funding agency.

By supporting multi-disciplinary teams, the MURI program complements other DoD basic research programs that support traditional, single-investigator university research. Typically, MURI awards are larger and longer in duration than traditional awards.

The awards are for up to five years—a three-year base period with a two-year option contingent upon 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 and for associated infrastructure, such as research instrumentation.

The MURI program is highly competitive. ARO, ONR, and AFOSR solicited proposals in 29 topics important to DoD and received a total of 129 proposals. The 36 proposals announced were selected for funding based on merit review by panels of experts in the pertinent science and engineering fields.

The list of projects selected for fiscal 2007 funding can be viewed at: <<http://www.defenselink.mil/news/MAR2007/d20070307muri.pdf>>.

### UNDER SECRETARY OF DEFENSE ACQUISITION, TECHNOLOGY AND LOGISTICS WORKFORCE DEVELOPMENT AWARD FOR 2007

#### AWARD ANNOUNCEMENT

**U**nder Secretary of Defense for Acquisition, Technology and Logistics Ken Krieg recently released a memorandum announcing the 2007 Acquisition Workforce Development Award Program. In 2007 the award application process has been converted to an online submission. The online application will be available beginning June, 1 2007.

Questions regarding this award should be directed to the coordinator at [learning.award@dau.mil](mailto:learning.award@dau.mil) or call 703- 805-4864. Review the award criteria at <<http://www.dau.mil/devaward/default.asp>>.

### DEPARTMENT OF DEFENSE NEWS RELEASE (MARCH 21, 2007) STANDARDIZATION PROGRAM PRESENTS ANNUAL ACHIEVEMENT AWARDS

**T**wo individuals and four teams received awards from the Defense Standardization Program Office (DSPO) for outstanding contributions to the Department of Defense last fiscal year. The awards were presented this month during a ceremony held in Arlington, Va.

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

Individual award recipients for 2006 include James Colson, general engineer, U.S. Army Materiel Command, Logistics Support Activity, Redstone Arsenal, Ala. Colson led the effort to gain agreement on and finalize a government electronics and information association standard, GEIA 927, melding the data concepts of diverse functional areas into one related entity. Also honored is B. Jon Klauenberg, a senior research physiologist for the Air Force Materiel Command. Klauenberg initiated and successfully gained Defense Standardization Program



approval for establishing a new standardization area, Radiofrequency Exposure to Personnel Safety.

Team winners include U.S. Army Armaments Research, Development, and Engineering Center 155mm Howitzer and Ammunition Interoperability Program Team, which led the effort to update the Joint Ballistics Memorandum of Understanding, the de facto international standard for development of 155mm howitzers and ammunition. Members are Russell Fiscella, Ralph Favale, James Rutkowski, James Bendick, and Douglas Brown.

The U.S. Army Communications-Electronics Research, Development and Engineering Center, I2WD Common Army Air Defense Interrogator Team developed a state-of-the-art system to differentiate between friendly and enemy aerial platforms. Members are Steve Haught, Billie Thomas, Dave Seliga, Cecilia Black, and Ed Seamans.

U.S. Navy, Naval Sea Systems Command, Testing, Measurement, and Diagnostic Equipment Program Team launched an initiative to standardize and modernize the inventory of general-purpose electronic test equipment. Members are Ed Chergoski, Steven Makieil, and Donna Morse-Eaves.

U.S. Air Force, Air Force Materiel Command, Aeronautical Systems Center and Air Armament Center, Universal Armament Interface Team, worked to standardize the data interface between aircraft and weapons to enable the rapid deployment of precision-guided munitions. Members are Nadine Thomas, Elizabeth Jones, Oren Edwards, Lee Kashka, and Kristina Paige.

Additional information on the Defense Standardization Program is available at the DSP Web site at <<http://www.dsp.dla.mil>>.

### MEDICAL COMMUNICATIONS FOR COMBAT CASUALTY CARE (MC4) (MARCH 27, 2007)

### ARMY'S MC4 COMMANDER EARNS 2007 FED 100 AWARD

*Army Lt. Col. Edward Clayson Honored for Expanding Medical Recording Capabilities on the Battlefield*

**F**ORT DETRICK, Md.—The Army's Medical Communications for Combat Casualty Care (MC4) commander, Lt. Col. Edward Clayson, was honored with the 2007 *Federal Computer Week* Fed 100 Award, which recognizes government individuals for their risk-taking, vision, and pioneering spirit in the federal IT community.

"Lt. Col. Clayson's and his team's efforts of fielding, training, and supporting medical IT systems on the battlefield have clearly led to improved battlefield medicine," said Lee Harvey, deputy program executive officer, Enterprise Information Systems. "Their hands-on approach yields firsthand insights into the likes and dislikes of medics and doctors, which the command uses to improve its systems."

Since taking over the reins of MC4 in 2005, Clayson has expanded the use of the system to all branches of the military, including Navy providers in Kuwait, Air Force providers in Afghanistan, as well as Army and Special Operations Forces units worldwide. As such, Clayson doubled the number of MC4 embedded support personnel, ensuring 30-plus trainers and administrators remain shoulder-to-shoulder with units in Operations Iraqi and Enduring Freedom.

"Our focus is simple—the servicemember is our top priority," said Clayson, MC4 product manager. "The MC4 system exists to benefit the servicemembers, so by having MC4 training and support alongside deployed medical professionals, units have the resources they need to complete the mission at hand."

In addition to expanding MC4 use, Clayson's MC4 team improved system functionality with the fielding of new medical logistics (DCAM) and electronic post-deployment health assessment (ePDHA) capabilities to the war zone. The comprehensive information management medical system has since been used to meet presidential and congressional directives set forth in Title 10, U.S.C., requiring the assessment of all servicemembers' medical conditions following deployment.

Following the Gulf War, in 1997 Congress mandated the Department of Defense establish a system to ensure every soldier, sailor, airman, and Marine has a comprehensive, lifelong medical record of all illnesses and injuries. Clayson and the MC4 team are responsible for integrating, fielding, and supporting a medical information management system that brings that ideal to fruition.

"The Federal 100 Awards program is an opportunity to look back and honor people who have risen to the occasion," said Christopher Dorobek, editor of *Federal Computer Week* magazine. "The 100 winners are the people who faced a variety of challenges and were determined to take a step forward and have a positive effect on people's lives."



To date, the MC4 system has been used to capture more than 2 million electronic health records on the battlefield. This represents the number of deployed servicemembers treated throughout Southwest Asia by better-informed healthcare providers, thus reducing the number of duplicate or unnecessary medical procedures. Servicemembers can now more easily access VA benefits through their complete, secure, electronic medical history.

Medical Communications for Combat Casualty Care (MC4) integrates, fields, and supports a medical information management system for Army tactical medical forces, enabling a comprehensive, lifelong electronic medical record for all servicemembers, and enhancing medical situational awareness for operational commanders. Headquartered at Fort Detrick, Md., MC4 is overseen by the Army Program Executive Office, Enterprise Information Systems (PEO EIS) at Fort Belvoir, Va.

For more information on MC4, visit <[www.mc4.army.mil](http://www.mc4.army.mil)>.

Media contact: Ray Steen, MC4 Public Affairs. Call 301-815-5808 or e-mail [ray.steen@us.army.mil](mailto:ray.steen@us.army.mil).

### DEPARTMENT OF DEFENSE NEWS RELEASE (MARCH 28, 2007) **DEPARTMENT OF DEFENSE HOSTS 2007 MENTOR-PROTEGE CONFERENCE AND PRESENTS NUNN-PERRY AWARDS**

**D**epartment of Defense large prime contractors and small businesses that participate in the DoD Mentor-Protégé Program recently joined DoD representatives at the 2007 Mentor-Protégé Conference in Temecula, Calif., March 5–8.

The conference provided an opportunity to share ideas and celebrate 17 years of success. More than 500 attendees received information on initiating a mentor-protégé agreement, ways to overcome challenges, best practices, and rules and regulations pertaining to DoD contracting and procurement.

Deputy Under Secretary of Defense for Acquisition and Technology James I. Finley delivered the keynote address March 6 focusing on the theme “Building Strategic Partnerships for National Defense.”

When the Mentor-Protégé Program began in 1991, there was only one mentor-protégé agreement. Now industry participants have formed nearly 1,000 more agreements.



Lt. Col. Edward Clayson, the Army's Medical Communications for Combat Casualty Care (MC4) commander, visits Bagram Air Field, where medical units in Afghanistan are using the MC4 system to digitally record patient care.

Photograph courtesy MC4 Public Affairs

The scope of the program now includes women-owned, Service-disabled veteran-owned, and historically underutilized business zone concerns.

In a recent Web-based survey of 48 former protégés conducted by the Government Accountability Office, most reported that the program was a valuable experience that enhanced their business development and helped increase their contracts and revenues. Verifying the value of the Mentor-Protégé Program, 98 percent of the protégés reported that they would recommend the program to other eligible small businesses. Presently, more than 230 firms participate in the program, representing the manufacturing, service, construction, and research and development industries.

DoD honored eight mentor-protégé teams, consisting of large DoD contractors (mentors) and their small business protégés. The acting director for the DoD Office of Small Business Programs, Linda B. Oliver, presented each



team with the 2007 Nunn-Perry Award on March 7 during the conference.

The winning teams represent six different states and almost all of the small business sub-groups, including women-owned small businesses, Service-disabled veteran-owned small businesses, and Native American-owned small businesses.

This year's winners are the following mentor-protégé teams:

- Jacobs Engineering Group Inc. and Cabrera Services Inc.
- Lockheed Martin MS2 and Epsilon Systems Solutions Inc., Products Sector
- Lockheed Martin MS2 and Geodetics Inc.
- Lockheed Martin Missiles and Fire Control and R&D Electronics Inc.
- Northrop Grumman and Hi-Tech Electronic Manufacturing Inc.
- Raytheon Missile Systems and The ENSER Corp.
- Science Applications International Corporation and Oak Grove Technologies LLC
- Science Applications International Corp. and Oberon Associates Inc.

In addition to the winning teams, the DoD honored 12 historically black colleges and universities/minority institutions, and procurement technical assistance centers with a brand new award. The award honored the dedication of the following institutions to the mentor-protégé program: Alabama A&M University; California State University, Long Beach; Central Missouri State University; Florida International University; George Mason University, Mason Enterprise Center; J.F. Drake Technical College; North Carolina Central University; Prairie View A&M University; Southern University and A&M College; Southwestern College; The University of Texas at El Paso; and Tuskegee University.

In January the review panel for the Nunn-Perry Award recommended eight teams for the award. The basis evaluation was based on how well each mentor-protégé team worked together to achieve cost-efficiencies, enhance technical capabilities, and increase DoD prime contracting and subcontracting opportunities for small business. One hundred nine other mentor-protégé teams have been honored with Nunn-Perry Awards since 1995.

The Nunn-Perry Award is named in honor of former Sen. Sam Nunn and former Secretary of Defense William Perry. For additional information on the program, call

800-540-8857, visit online at <[http://www.acq.osd.mil/osbp/mentor\\_protege/](http://www.acq.osd.mil/osbp/mentor_protege/)>, or send an e-mail to [programinformationmp@osd.mil](mailto:programinformationmp@osd.mil).

### DEPARTMENT OF DEFENSE NEWS RELEASE (APRIL 30, 2007) DOD ANNOUNCES WINNERS OF ANNUAL MODELING AND SIMULATION AWARDS

**T**he Department of Defense announced today that 10 winners have been selected for the ninth annual Department of Defense Modeling and Simulation (M&S) Awards. The winners for each category are:

- **Acquisition Community Winner:** Acquisition Modeling and Simulation Working Group (AMSWG) of the DoD Systems Engineering Forum, a body chartered by the under secretary of defense for acquisition, technology, and logistics, Washington, D.C., received the team award for leading the examination of the Department's M&S challenges in acquisition, fostering cooperative M&S activities, and creating an acquisition M&S master plan and business plan to improve M&S across the acquisition spectrum.
- **Analysis Community Winners:** World Class Models Initiative (WCM) of the Naval Operations' (OPNAV) Assessment Division (N81), U.S. Navy, Washington, D.C., received the team award for aggressively implementing WCM as an OPNAV enterprise-wide effort to improve readiness, manpower, strategic planning, C4ISR, and non-traditional warfare through an innovative mix of traditional M&S enhancements and exploratory "discovery" tasks. Its innovative and risk-balanced approach will expand the frontiers of Navy M&S, and pay dividends for years to come.
- **Operational Reachback Team** of the Weapons of Mass Destruction Division, Air Force Nuclear Weapons and Counterproliferation Agency at Kirtland Air Force Base, N.M., received the team award for developing an innovative end-to-end M&S toolkit—Serpent—that provides warfighters with advanced counter-chemical biological, radiological, nuclear technologies and systems; consolidates the latest Air Force capabilities for the collateral effects and target defeat; provides a test bed for fielding future agent defeat weapon concepts; and gives an operational capability to joint commanders for "target defeat with minimal collateral hazards.
- **Experimentation Community Winner:** Modeling and Simulation Division of the U.S. Joint Forces Command's



Joint Innovation and Experimentation Directorate (J-9), Suffolk, Va., received the team award for development of a synthetic environment sufficient to conduct political, economic, social, informational, and infrastructure modeling. This tool helps revolutionize joint experimentation by allowing the critical elements of national power to be explicitly modeled as actions and perceived effects in an environment common to the military and U.S. inter-agency communities.

- **Planning Community Winners:** Integrated Consumable Item Support (ICIS) Team of the Defense Logistics Agency, Ft. Belvoir, Va., received the team award for reengineering and redesigning the Joint Logistics Adaptive Planning and analysis tool into an Oracle-based system that improves accuracy and performance; saves time and resources; and does in minutes or hours what formerly took planners days, weeks, and even months to accomplish.
- **Adaptive Planning Implementation Team (APIT)** of the Joint Staff, J-7, Washington, D.C., received the team award for developing a transformational adaptive planning process and an end-to-end suite of planning and execution tools that support all aspects of contingency and crisis planning for combatant commands, joint force commanders, Service/functional components, combat support agencies, and the Joint Staff.
- **Test and Evaluation Community Winner:** U.S. Navy's Next Generation Command and Control Processor (NGC2P) Test and Evaluation Team of the commander, Operational Test and Evaluation Force (COMOPTEVFOR), Norfolk, Va., received the team award for using the hardware-in-the-loop (HWIL) capability of the Navy's Distributed Engineering Plant to cost effectively support an operational assessment of NGC2P. This cooperative test effort permitted robust assessment of NGC2P's joint interoperability and demonstrated the cost savings of using HWIL M&S facilities

to provide in-depth joint operational and technical insight during systems development and acquisition.

- **Training Community Winner:** U.S. Army Chief Warrant Officer Harvey Jackson, director of the Army's Wheel Vehicle Maintenance School, 187th Ordnance Battalion, Fort Jackson, S.C., received the individual award for his visionary efforts in transforming training. He spearheaded the use of interactive 3-D equipment simulations for training mechanics to increase the readiness of high mobility multipurpose wheeled vehicles for use in the global war on terrorism. As a result, commanders in the field saw an immediate reduction in previously common HMMWV problems, greater availability of the vehicles, and increased soldier safety.
- **Common and Cross-Cutting Winners:** Ambiguity and Human Intelligence (HUMINT) Methodology Integrated Product Team of the U.S. Army Training and Doctrine Command Analysis Center, Ft. Leavenworth, Kan., received the team award for closing the gap in the development of means of incorporating HUMINT operations into DoD modeling needs.
- **Modeling and Simulation Branch (A5XS)** of the Headquarters, Air Force Concepts, Strategy, and Wargaming Division, Washington, D.C. received the team award for ground-breaking work integrating modeling and simulation tools to support the analytical and information technology needs of Air Force Title 10 and Joint wargaming. During the Unified Engagement 06 war game, the team delivered a war game information environment that seamlessly put powerful and intuitive information retrieval, analysis, and visualization tools in the hands of joint and coalition participants.

The annual awards recognize achievement in support of DoD M&S objectives. Ninety-nine nominations were received from across DoD.