



In the News

OFFICE OF FEDERAL PROCUREMENT POLICY (MAY 31, 2007)

Paul A. Denett, administrator for the Office of Federal Procurement Policy, has released the *Emergency Acquisitions Guide* <http://caoc.gov/documents/Emergency_Acquisitions_Guide.pdf>, designed to help agencies prepare the acquisition workforce for emergencies. The guide describes strategies for effective response planning and provides a list of acquisition reminders when contracting during emergencies. It also discusses flexibilities that acquisition personnel deployed to an emergency situation may use to facilitate timely procurements.

This document has been developed jointly by the Office of Federal Procurement Policy (OFPP) and the Chief Acquisition Officers Council's working group on emergency contracting. It includes a number of management and operational best practices that agencies developed in response to Hurricane Katrina and other emergency situations. These practices should be considered in planning related to contingency operations, anti-terrorism activities, and national emergencies. For additional information, agencies may refer to the Emergency Response and Recovery Contracting Community of Practice Web site, accessible at <<https://acc.dau.mil/emergencyresponse>>.

This guide is intended to supplement, not supplant, agency-specific guidance, and should be read in conjunction with Part 18 of the Federal Acquisition Regulation on emergency acquisitions. The guide will be maintained electronically and updated, as needed, on the OFPP Web site <<http://www.whitehouse.gov/omb/procurement/>>. This document supersedes OFPP's *Emergency Procurement Flexibilities* guide, issued in May 2003.

AIR FORCE PRINT NEWS (MAY 30, 2007)

BACKSCATTER TECHNOLOGY LEAVES BAD GUYS NO PLACE TO HIDE

Tech. Sgt. Parker Gyokeres, USAF

MOODY AIR FORCE BASE, Ga.—Members of the 820th Security Forces Group are set to employ a new high-technology search system in the war on terrorism that will help increase base security that also can deter acts of aggression against coalition forces.

Known as the Z backscatter van, the \$1.2 million, 13,000-pound, lead-lined delivery truck uses low-power X-rays

to detect the presence of radiological or low-density organic materials like explosives or drugs hidden inside metal structures, said Air Force Staff Sgt. Jonathan Hobbs, an 820th SFG sensors technician.

The group currently owns two of the vehicles. One van is configured for stateside use with mandatory “X-ray on” and “scanning” marked strobe lights. The other van does not have any beacons installed for more covert use at deployed locations.

“There is also a personnel scanning mode that can be used to instantly detect the presence of weapons or small amounts of explosives that might not be located during a pat-down search,” Sergeant Hobbs said.

At this time, the personnel scanning mode is not authorized for use in the United States, pending the results of a Federal Aviation Administration study.

As it drives past a target at a continuous speed, the ZBV uses a rotating pencil-shaped beam of low-level X-ray radiation and a large array of backscatter detectors to create its images, Hobbs said.

“As we drive past a target or it drives or walks past us, the computer knows exactly where the beam is at any given point and is able to assemble a series of slices into a detailed picture we can view from the sensor display in the truck’s cab,” he said.

If organic material is inside the vehicle, such as a detonation cord or a cache of drugs tucked inside a wheel well or door panel, it will appear as an anomaly on the scanner, and the security team will target that vehicle for further inspection, said Air Force Tech. Sgt. John DeLaCerde, the 820th SFG sensors and advanced technologies noncommissioned officer in charge.

The ZBV has a number of advantages over more traditional search methods, DeLaCerde said. Since the system is installed in an unmarked common European van chassis, it can be used to covertly inspect a suspect vehicle without the occupants ever being aware of a search.

“We can intercept a suspect vehicle that has been flagged by security and inspect it before it becomes a threat,” he said. “After its initial warm up, the vehicle is ready to respond and instantly put itself into a position that provides base defenders with the most critical intelligence.”

It is also safer for the search team, DeLaCerde said. The van’s sensors can be operated hundreds of meters away via a fiber-optic link. This way, sensor operators can now scan the same suspect vehicle for improvised explosive devices without having to sit right beside it.



Air Force Staff Sgt. Jonathan Hobbs (forefront) uses a Z backscatter van to scan a suspect vehicle during a training exercise April 23 at Moody Air Force Base, Ga. The 820th Security Forces Group owns two of the \$1.2 million vehicles, which interpret reflected X-rays to create highly detailed images of low-density materials such as explosives or drugs. Hobbs is an 820th SFG sensor technician.

U.S. Air Force photograph by Tech. Sgt. Parker Gyokeres, USAF

In addition to being safer for the operators, the technology is much less harmful than traditional X-ray methods for people and objects being scanned. The power levels used in the ZBV system are significantly lower than common X-ray technology, Sergeant Hobbs said.

“A traditional X-ray needs to have enough power to punch through an object and expose media on the far side,” he said. “That can often be a huge amount of energy in order to penetrate the thick steel walls of a vehicle or a cargo shipping container.”

A backscatter system uses much lower levels of energy, and uses a single pencil-sized X-ray beam moving at very

high speeds. It only needs to shine the beam onto an object for an instant, the sergeant said.

“It’s called a backscatter system because the sensors listen for variations in reflected energy off of an object, and that tells the computer not only how dense the materials are, but also what compounds it is made of,” he said.

A typical medical diagnostic X-ray will expose a person to between five and 100 millirems of radiation. A person scanned by the ZBV would receive only about .010 millirems of radiation, Hobbs said.

Recently, one of the 820th SFG’s two ZBV vans deployed to search vehicles for explosives and contraband during



the airshow at Eglin Air Force Base, Fla. This mission highlighted a common role the system will perform in future deployments, DeLaCerde said.

“In a single pass, one sensor operator and one driver were able to examine a row of cars that was 250-feet long,” DeLaCerde said. “The vehicle performed flawlessly and is clearly a force multiplier for the Air Force and the 820th SFG. We are now able to inspect vehicles and people faster, safer, and more effectively than ever before.”

Gyokeres is with 23rd Wing Public Affairs.

AMERICAN FORCES PRESS SERVICE (MAY 2, 2007)

NEW CONCEPT GETS LATEST TECHNOLOGIES TO WARFIGHTERS QUICKLY

Donna Miles

EDWARDS AIR FORCE BASE, Calif.—The F-22 Raptor and Global Hawk unmanned aerial vehicle had barely finished their maiden flights and begun serving in the war on terrorism when engineers, developers, and testers were already at work to improve on the capabilities of those aircraft.

That concept, referred to as “incremental development,” is moving the latest technology to the field in support of warfighters as soon as it’s ready while next-generation evolutions are being developed.

“Our goal is to create the very, very best weapons systems we can and, once we ensure that they are safe and reliable, to get them to operators as quickly as we can,” said Air Force Col. Chris Cook, the commander of the 412th Operations Group.

Cook said the incremental development concept reminds him of a famous Army Gen. George S. Patton quote: “A good plan, violently executed now, is better than a perfect plan next week.”

“It puts capability into the warfighter hands as quickly as possible,” Cook said. “It may not put the final solution in their hands, but it puts capability.”

Two of the Air Force Flight Test Center’s highest-visibility programs exemplify this effort.

When the F-22, a fifth-generation fighter jet, left Langley Air Force Base, Va., in February for its first real-world deployment to the Middle East, Lt. Col. Dan Daetz, the

operations officer for the 411th Flight Test Squadron, said he was wowed by its power, maneuverability, and stealth.

“This is a revolutionary airplane. It’s a big leap from anything that we’ve ever had before,” Daetz said. “But we’re not finished with this airplane yet.”

A chart in Daetz’ office spells out four major incremental changes planned for the F-22 through 2014 that will make it more lethal and more precise in its targeting. Other advances on the avionics front will give crews unprecedented situational awareness.

“This plane is really in its infancy,” Daetz said. “It will be around for decades and to be honest, we probably haven’t even thought yet about some of the capabilities it will eventually have.”

Likewise for the Global Hawk, the unmanned aerial system provides wartime commanders unprecedented high-resolution, near-real-time intelligence, surveillance, and reconnaissance imagery.

“It’s like an electronic vacuum cleaner,” Cook said.

The next-generation Global Hawk, already being tested at Edwards, will feature a bigger payload, larger wing span, and new generator able to provide more electrical output, said Air Force Lt. Col. Andy Thurling, the commander of the 452nd Flight Test Squadron. Among other improvements planned past 2010 for the Global Hawk are an enhanced sensor package and signal intelligence capability and improved communications and data links.

While development testing continues, both the F-22 and Global Hawk are earning their stripes in the combat theater. Global Hawk has flown more than 2,200 combat hours and more than 100 missions in support of the war on terrorism.

By developing the new aircraft incrementally, developers said they’re able to get the best new technologies to the field quickly to support the war on terrorism as they continue to improve them. Equally important, Cook said, is that it doesn’t lock developers into systems that will be obsolete before they ever reach the field.

“It lets us take advantage of maturing technologies and emerging technologies as we develop the system,” he said.



Two F-22 Raptors from Tyndall Air Force Base, Fla., fly in formation. Its combination of stealth, supercruise, maneuverability, and integrated avionics, coupled with improved supportability, represents an exponential leap in warfighting capabilities. The F-22 performs both air-to-air and air-to-ground missions allowing full realization of operational concepts vital to the 21st century Air Force.

U.S. Air Force photograph by Senior Master Sgt. Thomas Meneguini, USA

“If we have critical design review today and said, ‘OK, that’s it. The design is locked, and we are going to build it,’ it’s going to be outdated when it’s fielded,” he said. “If, for example, it takes 15 years to build [the system], the computers and displays in that system are going to be what’s on your desk right now,” he said. “And what you have on your desk right now is not going to be acceptable to you 15 years from now.”

Developing systems incrementally also ensures they can be adapted as they are built to fit current and sometimes-changing warfighter requirements, he said.

“And so incremental development allows us to take advantage of those emerging technologies and the developing and evolving technologies as the timeline moves

to the right,” he said. “That way, we’re able to fold and meld those capabilities into the system.”

AIR FORCE PRINT NEWS (MAY 2, 2007) **AIR FORCE STANDS UP FIRST UNMANNED AIRCRAFT SYSTEMS WING**

Airman 1st Class Ryan Whitney, USAF

NELLIS AIR FORCE BASE, Nev.—The Air Force’s first unmanned aircraft systems wing stood up May 1 at Creech Air Force Base, Nev.

As Air Force Col. Christopher Chambliss assumed command of the 432nd, a piece of history was revived and a course for the way ahead continued.

“This is a monumental day for the Air Force,” said Chambliss. “Having a wing dedicated to unmanned aircraft



The MQ-9 Reaper taxis into Creech Air Force Base, Nev., home to the newly reactivated 432nd Wing. The 432nd Wing consists of six operations squadrons and a maintenance squadron for the Air Force fleet of 60 MQ-1 Predator and six MQ-9 Reaper unmanned aerial vehicles.

U.S. Air Force photograph by Senior Airman Larry E. Reid Jr.

systems is a logical and important step in continuing the Air Force's role in being the world's greatest air and space power, and is equally critical to the Air Force's most important customers, the American warfighters."

The people of this wing have already proven themselves as key players in the war on terrorism, said the colonel who came to Creech AFB from Mountain Home AFB, Idaho, where he was the 366th Fighter Wing vice commander. "It is a great honor to assume command of such a fine group of airmen as a new chapter in the 432nd is opened," he said.

The reactivation of this wing is a historic event, but it shouldn't be considered a starting point, the colonel said.

Forming an unmanned aircraft systems wing has been in the works for about four years, according to Chambliss.

"The new wing is an evolution in the Air Force's UAS program and provides the next step forward in medium- and high-altitude unmanned air systems," he said.

The Air Force's UASs have been a critical asset to the U.S. military since Operation Iraqi Freedom began. UASs have been "an unblinking eye that can pack a punch when necessary," said Chambliss, referring to the MQ-1 Predator's intelligence, surveillance, and reconnaissance capabilities coupled with its abilities to fire Hellfire missiles.

The MQ-9 Reaper is primarily a strike aerial, which has the surveillance capabilities of a Predator, but can fly faster, at a higher altitude, and can carry almost 4,000 pounds of munitions. The Predator is a medium-altitude UAS that can fly up to 25,000 feet. The Reaper is able to fly up to 50,000 feet.

Both of these aircraft have the capability to find, track, and, if necessary, eliminate an enemy threat. "Coupled with the skill and experience of pilots from the world's most feared and respected Air Force, these aircraft are two of the most sought after aerial systems in combat," said Brig. Gen. William Rew, the 57th Wing commander.

"Although this standup is a landmark achievement for the Air Force and demonstrates our dedication to aiding



the fight in the war on terrorism, for those who use the Air Force's UAS assets on a day-to-day basis—the soldiers, Marines, sailors, and airmen on the ground, and even the pilots flying the MQ-1's and MQ-9's—this transition of authority will seem transparent," said Lt. Gen. Norman Seip, 12th Air Force commander.

"If yesterday we had flown 12 combat air patrols, then today the same people would be flying in support of the deployed forces throughout the world, the only difference being the patch on the pilot's shoulder," said Seip.

The 432nd wing has six operational squadrons, one maintenance squadron, with six Reapers and 60 Predators. These squadrons are projected to fly 75,000 hours this year, 85 percent being combat operations, said Air Force Col. Eric Mathewson, who assumed command of the 432nd Operations Group. The Predator is currently being used in Operations Enduring and Iraqi Freedom for intelligence surveillance reconnaissance and tactical missions, flown by pilots and sensor operators in the United States.

Originally, the 432nd Observation Group was established to train cadre for new groups and wings. In 1954, it began training in tactical reconnaissance and in 1958 was redesignated as a wing. In 1966, the wing was assigned to Udorn, Thailand, where it flew both reconnaissance and tactical fighter missions over Southeast Asia.

In 1984, the 432nd was activated at Misawa Air Base, Japan. It remained there until deactivation in October 1994.

Whitney writes for 99th Air Base Wing Public Affairs.

ARMY NEWS SERVICE (MAY 10, 2007) **NEW MEDICAL RECORDING SYSTEM TRACKS INPATIENT CARE**

FORT DETRICK, Md.—The U.S. Expeditionary Medical Facility Kuwait will become the first deployed hospital to gain total visibility of inpatient medical procedures completed on the battlefield this month.

Deployed medical providers will gain the ability to send inpatient healthcare information to a central data repository in the United States, where it can be viewed from anywhere in the world.

The Army's Medical Communications for Combat Casualty Care (MC4) program will field the system, then

train EMF Kuwait commanders and medical providers on how to use the software, called TC2, or Theater Medical Information Program Composite Health Care System.

"I'm excited it's coming," said Capt. Daniel Hansen, EMF Kuwait chief of professional services. "This upgrade will give hospitals in theater greater visibility. We'll be able to learn what procedures have taken place at each facility servicemembers visit without the hassle of trying to track down paper records. Servicemembers will know that their doctors have accurate, digital access to records of care and they won't have to reiterate what was done."

To date, users only had worldwide access to outpatient medical information recorded on the battlefield.

"I believe that having this type of visibility will mean better care," Hansen said. "A servicemember recently arrived at our facility after being operated on twice in Iraq due to an improvised explosive device wound. With TC2, his orthopedist will know exactly what was done, potentially saving the servicemember from a redundant operation."

Decision-makers using MC4 systems for medical situational awareness will benefit from the upgrade, as well.

"Commanders will be able to keep track of human resources allocated to inpatient procedures and know that good communication exists between their medical staff and the medical staff at other deployed military treatment facilities," Hansen said.

Upgrades throughout operations Iraqi and Enduring Freedom are scheduled to be complete by the end of 2007.

"We've seen the value this system has to servicemembers as they return home and seek care at the VA facilities," said Army Lt. Col. Edward Clayson, MC4's commander and product manager. "Now they can rest assured their complete medical history—inpatient and outpatient—is on hand, and they will receive the benefits and continued care they deserve."

Headquartered at Fort Detrick, Md., MC4 is overseen by the Army Program Executive Office, Enterprise Information Systems at Fort Belvoir, Va.

For more information, visit <www.mc4.army.mil>.



AMERICAN FORCES PRESS SERVICE
(MAY 15, 2007)

PROPOSED CUTS ENDANGER ARMY'S FUTURE COMBAT SYSTEM

Jim Garamone

WASHINGTON—Proposed cuts to the Army's Future Combat System endangers a program that would improve military capabilities today and in the future, said Army Lt. Gen. Stephen M. Speakes, the Service's director of force development and deputy chief of staff.

News reports say Congress proposes \$876 million worth of cuts for the Future Combat System in the fiscal 2008 budget request. The total Future Combat System request for fiscal 2008 is \$3.7 billion. "The cost in modernizing is first of all a cost in dollars, but failing to modernize is a cost that is sometimes registered in lives," Speakes said today during a roundtable with Pentagon reporters.

"The program is on track," he said. "We have met our performance standards and we are on the eve of some really great developments that are going to start hitting the Army literally overnight."

In the past, the Service designed and bought systems in isolation—one set of designers built a tank, another a fighting vehicle, still another a medical evacuation capability, he said. Yet another group would work on making them all communicate with each other.

The Future Combat System is working to eliminate this, Speakes said. Combat vehicles, for example, must have a common hull and 80 percent common parts. Savings from this would manifest themselves in fewer spare parts and training one set of mechanics for all vehicles rather than specialists for a mix.



Another concept that would be eliminated under proposed cuts to the Future Combat System is called the Mule. The Mule is a small wheeled vehicle that follows soldiers carrying supplies, spare parts, ammunition, and water. It is currently on the cusp of testing and would have to stop if the cuts in the system are made, according to Army Lt. Gen. Stephen M. Speakes, director of force development and deputy chief of staff.

U.S. Army photograph

"If you were going to build a house, I doubt you would go out a hire a plumber, an electrician, a carpenter. You would go and hire a general contractor," he said.

The role of general contractor, in this case, he continued, is filled by the system engineers who put it all together. The engineers are charged with ensuring commonality, they are charged with setting and enforcing standards. And they are already delivering results. One portion is a small unmanned aerial vehicle that operates like a helicopter.

"It can hover and perch and stare," Speakes said. "You can imagine this capability when you are talking about operating in an urban setting in Baghdad. This 'perch and stare' capability is remarkable, and the 25th Infantry Division is using it today."

The Future Combat System also is fielding robots that can save lives. If robots make mistakes in defusing improvised explosive devices and the devices explode, no one dies, Speakes said. The robots are in use with units in Afghanistan and Iraq.

The proposed cuts to the program would effectively prevent the development of Future Combat System manned ground vehicles. This means soldiers would operate Abrams tanks and Bradley fighting vehicles "indefinitely," he said.

The Abrams tank gets about three gallons to the mile. "Just think of the inefficiency of that on top of \$3 to the gallon gas," Speakes said. "We can't afford to operate these legacy systems into the future without the promise that American soldiers will operate something better. It's like you are going to operate your 1970s-era car for the next couple of decades."

The Future Combat System would bring together new technologies, new concepts, and take steps in fuel efficiency, interoperability, and force protection. The cuts would eliminate that, Speakes said.

Another concept that would be eliminated is called the Mule. This is a small wheeled vehicle that follows soldiers carrying supplies, spare parts, ammunition, and water. This is on the cusp of testing and would have to stop if the cuts in the system are made, he said. Another unmanned aerial vehicle would also be canceled.



Soldiers would be very negatively affected by these cuts, Speakes concluded. “We will be doomed to spend the next 20 to 30 years with the existing combat platforms we have today,” he said. “It’s a betrayal of our trust to Americans when we don’t invest in them.”

Garamone writes for American Forces Press Service.

U.S. JOINT FORCES COMMAND (MAY 15, 2007) **UNMANNED VEHICLE MANAGEMENT SYSTEM CAPABILITY UNDER EVALUA- TION**

Robert Pursell

SUFFOLK, Va.—A U.S. Joint Forces Command (USJFCOM) Advanced Concept Technology Demonstration (ACTD), designed to create a set of common joint standards and architecture for unmanned vehicles, continues to make progress towards its goal to provide support to the joint warfighter.

The Joint Unmanned System Common Control (JUSCC) ACTD is currently involved in its second of three Joint Military Utility Assessments (JMUA) to look at its overall joint effectiveness and ensure its ability to support the joint warfighter. USJFCOM acts as the lead combatant command for the ACTD, while the Navy’s Fleet Forces Command takes on the role of operational manager.

Gregg Koumbis, a contractor who supports USJFCOM as ACTD/JCTD science and technology manager, said the goal of the JUSCC ACTD is to come away with a capability that manages the battlefield use of air, land, sea, and undersea unmanned vehicles and allow them to be interoperable with one another.

“The idea was to develop a common control, one that can command and communicate with any unmanned vehicle whether it’s ground, surface, sub-surface, or air,” he said.



The Joint Unmanned System Common Control Advanced Concept Technology Demonstration can help control unmanned technology like this PacBot controlled by a 184th Explosive Ordnance Disposal technician in Baghdad, Iraq.

Photograph by Spc. Jonathan Montgomery, USA



The JUSCC will bring together select technologies, legacy unmanned systems, and emergent joint standards to enhance the joint force commander's ability to conduct effective joint and coalition operations.

Navy Capt. Ronald Raymer, Fleet Forces Command branch head for transformational concepts and experimentation, said benefits of common control for unmanned vehicles will be seen in all mission areas.

"There are the obvious practical aspects of not having to pack around four or five different control devices when you head into the field, but a greater advantage is the reduction in training requirements and maintainability when all systems use a common control architecture," he said. "Operationally, common control will allow unmanned systems to communicate with one another."

Koumbis said the original issue that brought forth this idea was that the U.S. Navy required a common control capability for unmanned vehicles to support the Littoral Combat Ship (LCS) program. LCS needed an integrated and interoperable solution to the problem of operating and controlling many unmanned vehicles from a single platform.

He said USJFCOM approached the Services about using this ACTD to promote and expand upon existing standards for unmanned vehicles. The ACTD team, which also included the deputy under secretary of defense for advanced systems and concepts, determined the best way to execute the program would be to identify or promote command and control standards for unmanned vehicles.

"Rather than build another parochial capability, it was decided to select best of breed C2 [command and control] standards, get the Services to agree to their use, and build to that benchmark," Koumbis said.

"It's a challenge because of the many legacy systems that already exist, and those legacy systems have their own command and control architectures associated with them. There is no real standard that has been universally accepted for any future systems.

Koumbis said another important issue was funding and training. "If you need a unique command and control capability for each unmanned vehicle, you're creating an interoperability problem and you're creating a prob-

lem with cost in having to sustain, maintain, operate, and train all of those different [systems]," he said.

One of the possible solutions to this problem is the JUSCC ACTD. "The JUSCC ACTD, at its conclusion, will have built software patches to select legacy or current unmanned platforms to permit various levels of control, and will develop a capability keyed to a standard for all future systems to build to," said Koumbis.

This will enable a commander to communicate and control present and future unmanned vehicles from a single controller and alleviate the need for different proprietary and parochial C2 systems.

Raymer summed up how fielding this capability will greatly benefit the warfighter.

"The advantage to the warfighter is that eventually they will be able to deploy to the battlefield with a single common control device for all the unmanned systems they employ, and it will allow for interoperability between these systems," he said.

This is the second JMUA for JUSCC and the third and final assessment is scheduled for fall of this year. Once a final report on all of the assessments is complete, the ACTD will wrap up and the transition phase to get it into theater could possibly begin.

Pursell writes for USJFCOM Public Affairs.

AIR FORCE MATERIEL COMMAND (MAY 16, 2007) GLOBAL LOGISTICS SUPPORT CENTER (PROVISIONAL) STANDS UP

Ron Scharven

WRIGHT-PATTERSON AIR FORCE BASE, Ohio—Air Force Materiel Command's newest unit designed to consolidate logistics aid officially stood up during a May 7 ceremony.

The Global Logistics Support Center (Provisional) is tasked with standing up the GLSC, which will become the Air Force supply chain management process owner, providing enterprise planning, global command and control and a single focal point, all in support of the full range of military operations.

While the provisional headquarters for GLSC currently is at Wright-Patterson AFB, officials have yet to determine



a permanent location. The command and control cell will be at Scott AFB, Ill., while the planning cell may be located at one of AFMC's three air logistics centers.

According to Air Force Col. Brent Baker, commander of the provisional unit, "We have a core team from Headquarters Air Force and Headquarters AFMC's Logistics Directorate. The team also consists of subject matter experts from the air logistics centers and other Air Force agencies. We'll also use contractor support to stand up the GLSC."

Maj. Gen. Gary McCoy, the Air Force logistics readiness director and former director of logistics and sustainment at Headquarters AFMC, said that material management has become increasingly complex because the Air Force is maintaining systems that have exceeded their expected lifetime, in harsh environmental conditions, and at extraordinary operational rates.

McCoy indicated that the Air Force plans to build on a 34 percent improvement in supply rates through the *eLog21* campaign and other recent improvements in logistics support. GLSC is considered to be one of the key elements in the Air Force logistics transformation. The

main objectives of *eLog21* are to increase the equipment availability rate by 20 percent and decrease operations and support costs by 10 percent by fiscal 2011.

The GLSC has three primary functions:

- The enterprise-wide planning of the Air Force supply chain including planning for material, maintenance, and distribution.
- The GLSC will exercise command and control as a single point of contact for customers to resolve immediate logistics issues at the point of execution.
- The GLSC will be the single point of entry and authority for enterprise supply chain information management. This will include the management of business rules, policies and procedures, providing functional requirements for supply chain systems and measuring, assessing, and taking action to improve supply chain performance through enterprise metrics and analysis capability.

According to Baker, successful implementation of the GLSC requires the application of world-class best practices no matter where they come from, be it DoD or private industry.



During his remarks for the Global Logistics Support Center (Provisional) stand up ceremony, Maj. Gen. Gary McCoy said "the GLSC is critical to the Air Force and the Nation. We are not here today just to cut a ribbon but to make history."

Air Force photograph by Al Bright



“Effective implementation includes a GLSC vision defined by core processes, a detailed Concept of Operations, organization structure, a comprehensive implementation strategy that includes a change management and risk mitigation plan, implementation metrics, and an integrated master schedule,” the colonel said. “We’ll accomplish this through AFSO21 events and an effective facilitation of a streamlined GLSC governance process.”

According to Trixie Brewer, the provisional organization’s deputy director, between 4,000 and 5,000 people will be assigned to the GLSC when it is fully operational.

“However, these people won’t all be at one location,” said Brewer. “They’ll still be in place where they are, just part of a different organization.”

Officials say they expect the GLSC to achieve initial capability in 2008. The first phase will network current locations, skill sets, and capabilities into a single supply chain organization, using lean processes and enhanced information technology systems.

The second phase will revolve around the Expeditionary Combat Support System, newly skilled supply chain managers and lean, agile logistics processes by fiscal 2012.

“While the GLSC will be the hub for supply chain management activities occurring at multiple locations, the implementation of the organization will involve substantial organizational change that will dictate development of new command relationships, organizational responsibilities, training programs, unit manning documents and processes,” said Baker. “But these changes will be anchored in our efforts to map, lean, and properly align overall Air Force supply chain processes.”

Scharven writes for Air Force Materiel Command Public Affairs.

AMERICAN FORCES PRESS SERVICE (MAY 17, 2007) **IRAQ INDUSTRIAL REVITALIZATION CONTINUES**

Sgt. Sara Wood, USA

WASHINGTON—A Defense Department task force is in Baghdad again this month working with the Iraqi government to revitalize Iraq’s industry and restore normalcy to the economy.

Paul Brinkley, deputy under secretary of defense for business transformation, briefed reporters in Baghdad, highlighting the group’s latest efforts, including bringing international business leaders to Iraq and giving loans to Iraqi businesses.

“Our process is to engage these industrial operations, to get them restarted, to help restore intra-Iraqi demand and the ties of commerce that existed before,” Brinkley said. “We are working in partnership with the government of Iraq to reestablish between different areas of the country, but also to provide access for the global community, the global economic community, to these industrial operations.”

The team, which has been visiting Iraq since May 2006, has spent four-and-a-half weeks in Iraq on this visit, Brinkley said. During that time, the Defense Department brought a group of 15 business executives from the Western and international communities to Iraq to engage with Iraqi business leaders and develop economic partnerships.

Brinkley also announced that the Defense Department, in partnership with the Iraqi Ministry of Industry, is offering low-interest loans to Iraqi businesses. These fixed-term loans, totaling \$20 million, will go to boost revitalization at about 24 businesses, he said.

“This is part of our effort to partner with the government of Iraq, to restore industrial operations, to reemploy sizeable numbers of people in Iraq, and to restore normalcy to areas of the country where stability exists,” Brinkley said.

Army Gen. David H. Petraeus, the commander of Multi-national Force Iraq, visited a large textile factory in Najaf where 1,800 Iraqis have returned to work, Brinkley said. The clothing made in that factory is being reviewed by Western retail outlets and probably will appear in Western retail outlets by this fall, he said.

“We continue to work on contract negotiations with Western retailers as well as heavier industrial operations in the West who are negotiating with the minister of industry and directly with plant managers here in Iraq to move work here to acquire goods made in Iraq, and we continue to see progress on this front, and that’s a very exciting development,” Brinkley said.

Fawzi Hariri, the Iraqi minister of industry and minerals, also spoke at the news conference, highlighting the importance of the task force’s work to the Iraqi people.



Deputy Under Secretary of Defense for Business Transformation, Acquisition, Technology, and Logistics Paul Brinkley briefs Pentagon reporters on industrial revitalization in Iraq on March 28, 2007. Brinkley has spent a significant amount of time in Iraq and said there are a surprising number of state-of-the-art factories needing only a relatively small amount of outside help to resume production. The effects of this modest assistance could be significant in terms of providing jobs for Iraqi citizens and normalizing trade. DoD photograph by R. D. Ward

The ministry of industry is working to open Iraqi business to investments from the Arab world, Hariri said, and is working with the U.S. to bridge the gap in technology that has developed in recent years.

“The team from the Department of Defense and the job they’re doing by supplying us and providing us with support, this is the thing that we welcome, and it is so tangible by us, and it’s one of the basic things that we’ve witnessed,” Hariri said through a translator.

Wood writes for American Forces Press Service.

HEADQUARTERS MARINE CORPS NEWS (MAY 29, 2007)

ISSUED BODY ARMOR IS BEST AVAILABLE FOR COMBAT

HHEADQUARTERS MARINE CORPS—The Marine Corps wants its Marines and sailors to know that the body armor it issues is the best available for combat despite recent inquiries concerning replacement gear.

The armor the Marine Corps issues has met government test standards, and in many cases, the standards exceed civilian testing, said Maj. Bradford W. Tippet, infantry advocate for Headquarters Marine Corps in a recent interview with reporter Lance Cpl. David Rodgers.



The Modular Tactical Vest comes with several components that Marines have to carefully configure and maintain. The MTV, which doubles as body armor and load-bearing vest, features many improvements over the Outer Tactical Vest currently fielded to most Marine units. A quick-release mechanism allows Marines to get out of the vest hastily in emergency situations and allows for immediate medical access. The vest provides more protection from shrapnel in the lower back and kidney area and protects the side torso area from bullets thanks to the integration of side armor plate carriers. The integrated cummerbund provides the improved load carriage and weight distribution.

DoD photograph



Recent media attention has painted commercial body armor with the notion of being an alternative to the gear already being issued, but such armor is not required to meet government test standards and, therefore, does not necessarily provide the same level of protection to the Marine, said Tippett. "Don't believe everything you see on TV or the Internet," said Tippett. "We have a great group of Marines and civilians whose only job is to ensure that we have the right requirements for our armor that truly meet the standards we require."

The Corps' department for plans, policy and operation published in April the policy on wear and purchase of personal protective equipment. It states that Marines and sailors may not replace issued armor with commercial protective equipment; however, commanders may authorize the use of commercial armor if it doesn't interfere with the functionality of the issued gear. Commanders are also not authorized to use unit funds to purchase commercial items that do not meet government test standards. Marines can buy their own equipment, but they will not be reimbursed.

However, more armor could be a hindrance on, for instance, a foot patrol with a full battle load and temperatures reaching up to 115 degrees in some operational zones.

ARMY NEWS SERVICE (JUNE 15, 2007) **ARMY CONTINUES WORKING TO IMPROVE WARFIGHTERS' GEAR, EQUIPMENT**

Donna Miles

WASHINGTON—Today's soldiers have the best equipment available, and the Army keeps striving to improve it, the general who oversees the equipping effort said.

"In the history of warfare, there has never been a ground soldier as well equipped and capable as the U.S. Army is today," Brig. Gen. R. Mark Brown told Pentagon reporters during a roundtable briefing yesterday.

The weapons, clothing, and other gear used by warfighters today make them "more capable, more survivable, more lethal, and with better communications than any time in history," Brown said.

"Even though that's the case, we never rest on our laurels," he said. "We're always looking for something bet-

ter. ... We get the state-of-the-art, and then we immediately start going on to the next thing."

As commander of the Army's Program Executive Office Soldier program, Brown oversees the production of everything soldiers wear or carry. That ranges from uniform items, protective gear and weapons, to optical equipment and communications systems.

With a \$1 billion annual budget for research and development and \$4.4 billion for procurement, PEO Soldier's 400 programs all work toward a common goal. "The eternal challenge in PEO Soldier is to balance size, weight, and power consumption with soldier capabilities," Brown said.

That means giving troops the highest-quality, most dependable, lowest-maintenance gear possible, but with the lowest weight and least bulk. It's a constant balancing act between lightening equipment without losing capability, while adding new systems as they come on line, he said.

Brown's goal is to limit the maximum fighting load to one-third of a soldier's body weight. That's a huge challenge, he acknowledged, when some missions currently require as much as 100 pounds of equipment.

Even the latest Interceptor body armor and outer tactical vest now being fielded weigh about 27.8 pounds. This figure varies slightly depending on size and doesn't include the added weight for throat and groin attachments or deltoid protection.

Brown said he's impressed with the speed in which new equipment is reaching the force. The Army has introduced nine body armor improvements in the last five years and four helmet improvements in the last three.

"What we try to do is develop these things as rapidly as we can and do the research and development, the test, the acquisition as simultaneously as we can," he said. "A lot is being done and being delivered to the soldier at the right place and right time."

Brown visibly bristles when asked about news reports that more capable gear is intentionally being kept from the troops. That's flat-out wrong, he said, and shakes the confidence of soldiers in harm's way.

"I want to assure the American public, the soldiers and their families that they have the best equipment when



and where they need it,” he said. “If there were something better, we would buy it, and we’re always looking for something better.”

Miles writes for the American Forces Press Service.

AMERICAN FORCES PRESS SERVICE
(JUNE 20, 2007)

GEREN: ARMY PUSHING TO ACCELERATE NEW ARMORED VEHICLES TO THEATER

Donna Miles

WASHINGTON—The Army is working with its sister services to ramp up production of the Mine Resistant Ambush Protected vehicle and speed up the timetable for getting it to deployed troops, Pete Geren, the Army secretary nominee, said yesterday.

Speaking to the Senate Armed Services Committee during his confirmation hearing, Geren, currently the acting secretary, said he shares the Army’s commitment to getting MRAPs to Iraq and Afghanistan “as quickly as we possibly can.”

Geren noted that Army Lt. Gen. Ray Odierno, commander of Multinational Corps Iraq, has requested more than 17,000 of the new armored vehicles to replace Humvees. Army leaders are evaluating which Humvees need to be replaced, based on the missions they are used to conduct, and to set priorities for getting MRAPs fielded, he said.

“We’re working with the Navy and the Marines to ramp up the production capacity so that we can get these to the theaters as fast as possible,” he said.

The Marines have had good success with the MRAPs, which have raised, V-shaped underbellies that deflect the force of improvised explosive devices and other blasts from below.

Sixty-five MRAPs in use in Iraq are saving Marines’ lives, Lt. Gen. Emerson Garner, the Marine Corps’ deputy commandant for programs and resources, told a congressional committee earlier this year. “Our experience is that Marines in these vehicles have been four or five times safer than a Marine in an armored Humvee,” Gar-

ner told members of the House and Senate Sea Power and Expeditionary Forces subcommittees. “Based on this experience, we recently decided to replace our armored Humvees in theater on a one-for-one basis with MRAPs.”

The Marines’ success caught Defense Secretary Robert M. Gates’ attention, and he’s pushing to speed up the timetable for getting more MRAPs to troops in Iraq.

Up-armored Humvees offered the best protection available when they were fielded, but Gates told Pentagon reporters in May that MRAPs provide even more. “Now we have something better, and we’re going to get that to the field as best we can,” he said.

Navy Adm. Edmund Giambastiani, vice chairman of the Joint Chiefs of Staff and head of the Joint Requirements Oversight Council, recently visited Aberdeen Proving Ground, Md., with other defense leaders to see the various versions of the MRAP being considered. “MRAP vehicles have saved lives in Iraq and will continue to save lives,” the admiral said. “It is the best vehicle protection we have to date.”



A 6x6 EOD variant of the MRAP JERRV undergoes the first shot of a four-shot series of test explosions at the Aberdeen Test Center (ATC) in Maryland. All MRAP vehicles are tested at the ATC, and this vehicle met the threshold.

Photograph courtesy Aberdeen Test Center



BRAC 2005 AIDS STRATEGIC SOURCING AND ACQUISITION PROFESSIONAL DEVELOPMENT

Claudia "Scottie" Knott

A portion of the Base Realignment and Closure 2005 decision will advance a long-standing DoD strategic objective—strategic sourcing—by transferring procurement of depot-level reparable (commonly known as DLRs), as well as the management of remaining consumable items to the Defense Logistics Agency. This establishes a single defense agency, acting in a joint capacity for the military services, as the direct interface with the logistics industrial base, able to leverage DoD's purchasing power with its suppliers.

The move takes DoD one step closer to focusing its abundant spending power on achieving long-term joint savings for the military consumer, and gives defense suppliers a "single-face" point of contact. Contracts by individual DoD organizations can now be replaced with DoD enterprise-wide contracts, allowing industry to streamline its government contract processes and deal with a single DoD buyer.

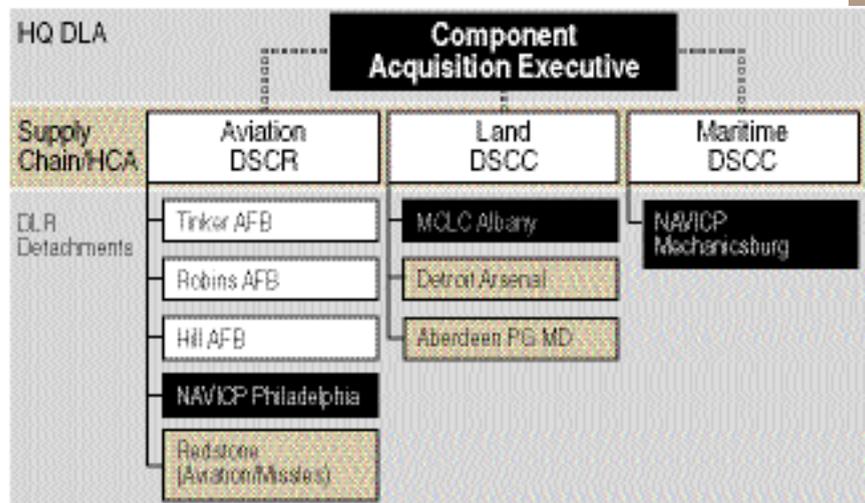
BRAC requires the transfer of procurement management functions for DLRs from specific military service locations to DLA inventory control points based on supply chain affiliation, (i.e., land, maritime, aviation). For the Army, these locations are Tank and Automotive Command (to include procurement management of items relocating from Rock Island Arsenal, Ill.); Aviation and Missile Command; and Aberdeen Proving Ground, Md. (to include procurement management of items relocating from Fort Huachuca, Ariz., and Fort Monmouth, N.J.). For the Navy and Marine Corps, the locations are Naval Support Activity, Philadelphia, Pa., and

Marine Corps Base, Albany, Ga. For the Air Force, the locations are Robins Air Force Base, Robins, Ga., Tinker Air Force Base, Tinker, Okla., and Hill Air Force Base, Ogden, Utah.

The figure shows the alignment of these military locations to the current DLA supply chains managed at its inventory control points, the Defense Supply Centers Columbus, Philadelphia, and Richmond. Additionally, Consumable Item Transfer items are also being moved to DLA for inventory management and procurement purposes. This transfer increases DLA's annual purchases of sustainment logistics items for aviation, land, and maritime by approximately \$4 billion annually. The realignments will result in a net present value savings of \$1.8 billion over the next 20 years.

Consolidating procurement management of both consumable and reparable weapon system spares under DLA allows buyers to use uniform policies, acquisition processes, solicitation provisions, and contract clauses through a single automated system. A preliminary review of pro-

Depot-level Reparables Organization Structure



visions and clauses show that there are currently more than 4,000 unique military service and DLA clauses impacting sustainment logistics vendors. This number can easily be reduced by 40 to 60 percent by eliminating duplicative and



redundant coverage and consolidating necessary contract language.

A recent review of the top weapon system supply chain contractors with whom DLA has established strategic supplier alliances, compared to contractors from whom the military services buy DLRs, demonstrates the effectiveness of this decision. Over 61 percent of the dollars spent showed at least one overlapping military service; 50 percent showed at least two overlapping military services; 18 percent had at least three, and 4 percent overlapped all four Services.

DLA also plans on using SAP's commercial-off-the-shelf government procurement product designed to specifically integrate with the MySAP material management and financial management modules. This product was developed in collaboration with DLA and will be implemented in all DLA supply chains in the 2008-2010 timeframe. The use of this standard, automated procurement system for sustainment logistics at the DoD inventory control points aligns to another strategic objective—consolidating automated systems based on common business functions.

The BRAC DLR decision was briefed in March to the DLA Strategic Supplier Alliance conference co-hosted by DLA and National Defense Industrial Association in the Washington, D.C., area. The strategic sourcing message was positively received by both industry and government attendees. Their expectation is that through a single point of collaboration, using the existing DLA Strategic Supplier Alliance framework and DoD-approved vendor scorecard metrics, they will be able to integrate their procurement and logistics processes more readily with the entire department. Many of the vendors attending indicated that the implementation of the BRAC decision could also act as a forcing function within their own organizations, streamlining their multiple entry points for government work. This will facilitate increased use of electronic commerce, sharing of technical data, and other process improvements that heretofore required coordination across multiple organizations and military services.

Along with the consolidations of purchases and systems, the BRAC decision has also strengthened the move to establish a single acquisition workforce through the creation of a joint defense agency cadre of acquisition professionals supporting military service logistics. As part of the change management effort associated with the BRAC changes, the human resources community is ensuring there is open access to all acquisition vacancies and training at colocated sites. Barriers to job movement between activities are also being removed as part of this effort. These personnel-related changes improve the ability of the DoD acquisition work force to move seamlessly within the department and focuses DoD's training efforts on creating the ubiquitous acquisition professional needed at all levels for continuing efficiency and effectiveness.

While there are still many details to work out with the implementation of this BRAC decision, the goal and benefits of strategic sourcing for sustainment logistics are attainable through this procurement management consolidation. The clear winners are the taxpayers, the logistics community, and the warfighters in the field. Transformation at this level would not have been possible without the forcing function that is BRAC. The promise of this transformational decision can be realized through support and collaboration between America's logistics industry and the Department of Defense.

For further information, contact marcia.klein@dlc.mil.

Knott is director, Acquisition Management Directorate, Defense Logistics Agency; she is responsible for the development, application, and oversight of all DLA acquisition policy, plans, programs, functional systems, and operations.