

## FROM THE EDITOR



I am excited to announce the lineup of research articles for Issue 52 of the *Defense Acquisition Review Journal*. The first article, “From Amorphous to Defined: Balancing Risks in Evolutionary Acquisition,” by COL John T. Dillard, USA (Ret.) and David N. Ford, provides a thought-provoking analysis of Evolutionary Acquisition (EA). Their goal was to offer meaningful and practical recommendations to program managers concerning the effective results and successful implementation of EA. Spiral development is a management strategy designed to reduce risk, but the nature of how this strategy is applied can introduce additional and different risks. The authors suggest that a single methodology for DoD system development may not be appropriate, and they provide analysis of when and how spiral development can be used most effectively. Stability is a critical characteristic in any program—stability in requirements, design, technology, configuration, and most of all, funding. In an unstable world with an uncertain future, the only constant is change. This article will help program managers cope with change.

In the second article, “What Performance Based Logistics Is and What It Is Not—And What It Can and Cannot Do,” author Bill Kobren gives our readers a complete description of Performance Based Logistics (PBL) with an impressive assessment of what PBL is and what it is not. The author strongly asserts that as a strategic readiness imperative, PBL works! Kobren makes the case that PBL delivers substantial improvements in performance with lower costs across the life cycle, providing more for the warfighter with less from the taxpayer. PBL is about weapon system performance, readiness, best value outcomes, capability, and superior support to the warfighter. PBL represents a fundamental change in how DoD supports its weapon systems and ensures those systems are reliable, maintainable, and available in the most cost-effective manner.

The next article, “Joint Acquisition Command Doctrine—A Success Story” by Al Borzoo, Constance S. Short, Ken Brockway, and Col Stan L. VanderWerf, USAF, provides great insight and background into the development of Joint Publication 4-10, *Operational Contract Support*. Prior to the publication of JP 4-10 in October 2008, acquisition had been mostly an afterthought in war planning. As a result, field commanders in Operations Iraqi Freedom and Enduring Freedom were not afforded the full value of acquisition capabilities to buy local resources and manage the rapidly growing number of contractors in the operations area. In today’s dynamic military environment, contractors have become critical to Joint Task Force Operations. As operations in Iraq were to prove, insufficient contractor support planning placed great strains on the military’s ability to manage its contractors. While contracting efforts were ultimately successful, insufficient contract-management capacity and coordination led to substantial efficiency losses and a reduction in effectiveness. JP 4-10 now addresses these issues and establishes long-needed joint contracting doctrine. Research for this article provided many recommendations, which were used in the development of JP 4-10.

In the fourth article, “Application of Systems Engineering to Rapid Prototyping for Close Air Support,” John M. Colombi and Richard G. Cobb present and analyze a case study for successful rapid prototyping without compromising sound systems engineering principles. Twenty-first century military operations have brought forth many new challenges for the U.S. Armed Forces. One such challenge is with new unexpected operating environments,

where current systems are not effective. While it is desirable to apply a systems engineering approach to best meet critical user needs, there may be a misconception that systems engineering requires a lengthy and detailed process not nimble enough for a rapid prototyping effort. This research article describes development of the Friendly Marking Device (FMD) that allows a ground controller to quickly and accurately identify the position of friendly ground personnel to close air support aircraft. The authors conclude that the FMD project successfully applied systems engineering principles to take critical user needs and rapidly produce viable prototypes that could be quickly transitioned to production. Key observations and lessons learned are discussed.

The following article, "Can Applying Organic and Industry Best Practices Improve Foreign Military Sales Supportability?" by Brian B. Yoo, Duane W. Mallicoat, and Timothy "Tim" K. Simpson delivers a comprehensive look at the history of the Foreign Military Sales (FMS) program and an analysis of FMS processes. Several specific examples of FMS cases are presented, and several Integrated Logistics Support (ILS) elements are covered in detail. The FMS program is authorized by the Arms Export Control Act and conducted using formal contracts or agreements between the U.S. Government to sell weapon systems to authorized foreign purchasers. The activity of selling weapon systems to foreign governments becomes a leveraging tool of U.S. foreign policy and provides the United States an avenue to conduct joint operations with the receiving nation. The authors make the case that FMS is a critical tool in promoting U.S. foreign policy and national security interests.

The sixth article, "A Multi-Criteria Decision Model for Migrating Legacy System Architectures into Open System and System-of-Systems Architectures" by Cyrus Azani, explores the application of the Modular Open Systems Approach (MOSA). Rapid reaction to evolving threats and technology requires agile system architectures that could quickly and cost effectively be integrated and reconfigured within family of systems and joint system of systems warfighting constructs. Affordable agility and reconfiguration demands open and modular forces, systems, and system of systems. Full-spectrum dominance on the battlefield, cost-effective development of capabilities, timely reaction to evolving threats and technologies, and system and process flexibility can be greatly enabled through the use of MOSA. This approach is an effective business and technical strategy for assessing the appropriateness of developing modular and open architectures for single systems as well as for family and system of systems. This article introduces an integrated methodology for assessing the migration of existing system architectures into modular and open architectures.

The final article, "Games for Good—How DAU is Using Games to Enhance Learning" by Alicia Sanchez, is the second in our new series of technology articles from DAU. Sanchez summarizes some of the efforts being made at DAU to more fully integrate Games and Simulations into its courses. The use of Games and Simulations can be an extremely valuable learning tool enabling increased comprehension and retention. Sanchez is leading the way for increased application of Games and Simulations in DAU courses and other learning products.



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