



In the News

AIR FORCE PRINT NEWS (SEPT. 2, 2004) REPORT SHOWS SPACE PROGRAMS IMPROVING

by Tech. Sgt. David A. Jablonski

WASHINGTON—Space programs are improving and cultural change is under way, according to a recent review of the May 2003 Task Force on Acquisition of National Security Space (NSS) Programs report.

In the 2003 findings, the task force had called for a one-year progress report. The results of that progress report were briefed Aug. 24.

Under Secretary of the Air Force Peter B. Teets released a summary of the task force findings to the media and highlighted efforts to facilitate change in space programs. The Air Force serves as Department of Defense Executive Agent for Space, and Teets is also director of the National Reconnaissance Office.

A. Thomas Young chaired the Defense Science Board and Air Force Scientific Board joint Task Force on Acquisition of NSS Programs, and he shared highlights of his findings in the one-year review.

Young praised what he called an extraordinary cultural change that took place in only one year.

“Overall, our reaction was quite positive,” he said. “We found some areas where corrective actions were effectively complete, and we found some areas that require significant attention. We recognized that there is a lot going on in the world of National Security Space. There are operational systems that we have to worry about every day. We did not expect to find all the areas completed, but we did expect to find all of them being treated seriously. So we were quite pleased with the progress we observed.”

In the 2003 report, the task force had recommended both near-term solutions to serious problems on critical space programs and long-term recovery from systemic problems.

The report was highly critical of space acquisition, stating that the erosion of the government’s acquisition management capabilities occurred over a period of years.

The task force concluded that without significant improvements, the government acquisition workforce is unable to manage the current portfolio of NSS programs or new programs currently under consideration.

The report also stated that the team found systemic problems in space acquisition. Their findings and conclusions identified requirements definition and control issues, unhealthy cost bias in proposal evaluation, a lack of budget reserves needed to implement high-risk programs on schedule, and an overall under-appreciation of the importance of appropriately staffed and trained system engineering staffs to manage space programs and technologies.

“They found some serious weaknesses in the acquisition activities and made some very insightful observations and, frankly, helped me to update the [acquisition] policy for National Security Space and implement some reforms,” Teets said. “While they may take a while to take hold, [the reforms] will really benefit the community in the long term.”

The root cause of the problems was the large collection of policies and procedures that were put in place in the 1990s and that had unintended consequences and a negative impact on NSS, Young said. He also said the biggest problem NSS faced until last year was that cost had replaced mission as the main focus.

“Mission success is back as the primary focus for NSS programs,” Young said. “It’s reflected in policy direction and leadership actions. Reversal of this process is quite striking. There’s no question in our minds that mission success is back in the proper place as the driver for the program. This is a cultural change. It is quite extraordinary.”

“There are thousands of engineers working on space programs,” Young explained. “And they’re all making some little decision that’s below the radar of this [report]. And if they think we want them to make that decision based on cost and not on mission success, they’re probably building more risk into the program than we wanted. The fact that this has turned around in a year is extraordinary.”

The continuing improvements demonstrated by the report reinforce the Air Force’s basic tenet that assured access to space is key to national security.

“We’ll never get each and every program just right,” Young said, “but we can do pretty well at the portfolio. In other words, I think that the probability of being able to get it right for the entire portfolio of national space programs is very high.”



AIR FORCE PRINT NEWS (SEPT. 10, 2004) **LOGISTICS TRANSFORMATION ROADMAP TAKES SHAPE**

by Master Sgt. Scott Elliott, USAF

WASHINGTON—In less than 18 months, Air Force officials are seeing the benefits of “eLog21,” the Service’s logistics plan for the new century.

“We’ve only just begun, and we’ve made great progress thus far,” said Lt. Gen. Donald J. Wetekam, deputy chief of staff for installations and logistics. “We’re more into it; there is more meat on the bone, relative to structure.”

Expeditionary Logistics for the 21st Century—eLog21—was introduced at the February 2003 Corona meeting of Air Force senior leaders. It outlines the logistics community’s plan for supporting the warfighter.

“Through our work in eLog21, we will for the first time have a fully integrated enterprise view of our logistics processes,” the general said. “Our enterprise approach links our supply, maintenance, and transportation processes to truly focus our support to an expeditionary force.”

Wetekam said logisticians will use state-of-the-art technologies to replace outdated systems and will use “lean” process improvements to eliminate waste.

“ELog21 is not about new technology, while that is certainly a critical enabler,” the general said. “It is about new ways to conduct business and, more important, the way we think about work.”

The Air Force is already seeing significant in-depot and phase-maintenance efforts.

At the Ogden Air Logistics Center’s F-16 Fighting Falcon wing shop at Hill Air Force Base, Utah, workflow days have been reduced from 64 to 27, and on-time delivery has improved by 67 percent. C-5 Galaxy depot maintenance at the Warner Robins ALC at Robins AFB, Ga., has been cut from 339 days to the low 200s, while workers at the Oklahoma City ALC at Tinker AFB, Okla., have cut KC-135 Stratotanker flow days from more than 400 days to about 200.

“I’m a process guy,” Wetekam said. “When you look at how we expend resources ... there is a much larger amount of waste than we recognize. That’s hard for some people to accept ... but the truth is, after 30 years in this

business, I’ve come to realize it’s true. It’s because we haven’t given our people the tools to identify the waste and tell them how to get rid of it.”

The lean portion of eLog21 will give airmen those tools, Wetekam said.

“We’ve been using lean, particularly in Air Force Materiel Command, with significant results,” he said. “We’re just starting to scratch the surface. The good news is we have a structure, [with] several pilot [programs] to expand it. The challenge ... is hitting the right balance—you need to build momentum and have successes, but you don’t want to outstrip your capability to manage change.

“It’s a tough balance,” he said.

Besides improving logistics processes, a key part of eLog21 is leveraging information technology through the Expeditionary Combat Support System.

“ECSS is an enterprise resource planning tool that will update many of our old legacy systems and integrate many of our resource planning activities in the logistics business,” Wetekam said.

Under ECSS, logisticians will register their information technology systems to get a handle on how much money is spent on the technology.

“It’s the first time we’ve made everyone register their systems and understand what their budgets are,” he said. “We’re doing that within the existing budget line, and that will be an important lever as well as we seek to improve our logistics capability.”

Purchasing and supply chain management is another waste-finding aspect of eLog21.

“Reforming our supply processes is absolutely crucial,” Wetekam said. “The idea is [to] build strategic sourcing agreements with our key suppliers and manage by commodity grouping. There’s potentially a great savings there, and it will allow us to significantly reduce our cycle times.”

Logisticians will not be the only ones working with lean process improvements, the general predicted.

“The principles we’re operating under apply to everything the Air Force does,” Wetekam said. “From the process-improvement standpoint, this is applicable to everything.”



AMERICAN FORCES PRESS SERVICE (SEPT. 14, 2004)

RADIO ID TAGGING AIMS TO IMPROVE MILITARY LOGISTICS

by Gerry J. Gilmore

MILWAUKEE—Across-the-board use of high-tech inventory-tracking tags for military shipments should benefit both warfighters and the bottom line, senior U.S. officials said here today.

That's why, beginning in January 2005, the Defense Department wants its suppliers to start using radio frequency identification technology for shipping containers, said Alan Estevez, deputy under secretary of defense for supply chain integration, at the National Defense Transportation Association's annual conference.

By 2007, Estevez said, the department will require suppliers to apply RFID tags to cases, pallets, and all packaging of commodities shipped to all DoD locations. The Defense Department, he noted, is simply mirroring newer inventory control systems already undertaken by private-sector giants such as Wal-Mart.

The Army now has \$100 million invested in radio frequency identification technology, said Army Brig. Gen. Charles W. Fletcher Jr., commanding general of the Military Surface Deployment and Distribution Command in Alexandria, Va., who also spoke at the conference.

Having the ability to track and account for all military inventories during shipment around the world, Fletcher observed, would be a huge force multiplier. "This gives us the ability to truly forecast [logistical] readiness," he explained, noting that surveys say many of today's military logisticians don't trust the current supply system. This is evidenced, he said, by the occurrence of multiple supply requisitions during wartime, which waste both time and money.

Fletcher said the Army is also working to integrate newer inventory- and shipment-tracking systems with joint warfighting doctrine. Harnessing technology such as radio frequency identification tags will improve the military's supply system, Fletcher explained. "That supports those soldiers, those sailors, and those Marines and airmen," he said.

ARMY BUSINESS INITIATIVE COUNCIL RECOMMENDATIONS (SEPT. 14, 2004)

Prinicipal Deputy Assistant Secretary of the Army (Financial Management and Comptroller) Ernest Gregory, chair of the Army Business Initiative

Council (ABIC), reported in a Sept. 14 memorandum to principal officials of Headquarters, Department of the Army, on 52 initiatives reviewed by the ABIC Board of Directors for Cycle 8. The board recommended 18 initiatives for implementation within the Army or in conjunction with OSD and the other Services; determined that 18 initiatives were already in play; recommended that nine not be accepted for implementation; and recommended that seven be deferred pending further work.

The completed list of Cycle 8 approved initiatives follows:

RECOMMENDED FOR ARMY IMPLEMENTATION

Divest of Low Dollar Value Government Property in Possession of Contractors: This initiative seeks to establish management processes or policies to divest government furnished equipment with an acquisition cost of less than \$5,000 by giving the contractor the option to purchase the goods from the government or another source. Currently the Army does not maintain property accountability for items costing less than \$2,500. However, contractors must account for all GFE, regardless of the dollar value.

Improve Communication with the Acquisition Workforce: This initiative recommends establishing an integrated process team to address the concerns of, and provide support for, the acquisition workforce. The IPT will seek to revise or implement any guidance and policy changes to improve communication within the professional acquisition community and facilitate the way ahead.

Develop an Overarching Policy or Procedure to Leverage Sources of Advanced Technology: This initiative seeks to improve the transfer of technology between the National Laboratories and the Army by working with the Department of Energy to determine how to make the current process work more efficiently. Current business practices call for development and approval of a determination and findings statement for each and every transfer.

Evaluate Low-Cost Retrofitting to Accommodate Standardized Batteries: This initiative recommends evaluating legacy equipment for retrofitting to accept the best battery options or substitutions without adverse effect on equipment performance, maintenance, or life cycle costs. The intent is to reduce the number of different batteries required to be stocked in inventory, which, in turn, will help reduce the logistics tail.



Establish an Acquisition Program Baseline for International Activities: This initiative recommends improving the visibility of program management activities by creating an acquisition program baseline for international programs. The APB will evaluate cost, schedule, and performance of foreign military sales systems acquisitions and include international programs in the Acquisition Information Management System. Separate methodologies and processes for determining cost, schedule, and performance of FMS acquisitions from domestic acquisition programs have limited the visibility of FMS systems acquisition data, impeding the Service acquisition executives' ability to make informed decisions.

Establish the Logistics Engineering Institutional Effectiveness Program: This initiative continues an effort between the Logistics Transformation Agency and the Combined Arms Support Command to develop and prototype processes that apply strategic business process reengineering methodologies to tactical-level logistics. Commercial industrial engineering sources and industry techniques are being examined for applicability, and those methodologies will assist the transformation efforts to identify, develop, and assess logistics improvement proposals.

Streamline/Consolidate Warehouse Functions and Associated Furniture: This initiative proposes to streamline/consolidate warehouse functions and furniture maintenance at the Installation Management Agency regional level or higher. Responsibility for replacement furniture is not centralized: Initial issue furnishings for new barracks are centrally funded and managed by the assistant chief of staff for installation management; replacement furnishings are currently managed at the installation level.

Promote Military In- and Out-Processing: This initiative proposes developing a comprehensive communications program that reinforces information on the availability of a newly updated Web-based military personnel in- and out-processing software module. Current in- and out-processing modules have had limited use; the new system is more user friendly and could reduce the number of installation-specific systems.

Share Practices Between Military and Civilian Education Programs: This initiative proposes a review of practices, procedures, and policies within the civilian and military education programs to enhance benefits for students and cost savings by leveraging lessons learned from each component. Sharing of practices between military and civilian Department of the Army education programs

could result in enhanced benefits for soldiers and civilians and savings for the government.

Relief from State Sales Tax Paid by A-76 Contractors: The intent of this initiative is to exempt A-76 contractors from paying state sales tax on supplies and material used in performing work for DoD installations. DoD is exempt from paying state sales tax. When an installation, under what is referred to as an "A-76 study," transfers a function from in-house to contract, the contractors who purchase supplies and material to perform the function must pay the state sales tax. This cost is passed on to the government in the contract, the result being a net reduction in DoD's buying power. The initiative will pursue two approaches: In some cases administrative relief will be sought from individual states to exempt A-76 contractors from paying the sales tax, and in other cases installations will purchase the supplies and materials directly and provide them to A-76 contractors as government-furnished material.

Determine and Streamline the Overlap of Functions/Staff in ACSIM, HQ IMA, HQ CSFC, and "G-1 Well-Being": This initiative proposes to review the different organizations with responsibility for well-being functions, which are currently shared among several different organizations. The intent is to identify duplicative functions and/or staff where they exist and propose a means to streamline all of these functions and offices.

RECOMMENDED FOR ACTION ACROSS DOD

Reduce Procurement Lead Time for Non-Commercial Item Acquisition: This initiative seeks to reduce from 15 days to no more than five days the time between publication of the synopsis of a proposed contracting action and the publication of the solicitation to which the synopsis refers.

Revise Guidance that Hinders Outsourcing of Copying Requirements: Existing guidelines require use of the Defense Automated Printing Service (DAPS) for high-speed copying requirements at a non-competitive rate. This initiative seeks to establish a pilot program at a CONUS location to determine if outsourcing of printing requirements is more cost-effective and efficient.

Revise the International Logistics Support Policy: This initiative seeks to permit field commanders to provide limited logistics support to allied nations supporting the United States in combined military operations. This would enhance mission accomplishment and improve international relations. U.S. units are currently prohibited from providing logistics support to troop-contributing na-



tions without an acquisition and cross-servicing agreement.

Revise Acquisition and Cross-Servicing Agreements (ACSA): This initiative would seek authority to expand current legislation to provide a greater degree of flexibility in establishing ACSAs with nations and international organizations. Currently the United States cannot establish an ACSA with international organizations in which the United States is not a member, such as the European Union and the Economic Community of West-African States.

Develop a Common Logistics Operating Environment: This initiative seeks to identify, synchronize, and develop an overarching common logistics operating environment sustainment architecture to include condition-based maintenance, embedded health management, and anticipatory logistics business processes while ensuring current force and future force sustainment system interoperability. Without an overarching architecture, future business processes and emerging systems that would not be compatible with current processes and other emerging logistics systems could be introduced into a theater of operations.

Examine the Intermodal Load Building Requirements: This initiative would examine the distribution system for pallet-sized and smaller loads to optimize platform and container use and reduce repackaging and reconfiguration requirements. The goal is to achieve a holistic approach to multiple capabilities that impact deploy/sustain intermodal distribution operations.

Common Data Bank for Civilian Manpower and Personnel Information: This initiative proposes to introduce civilian manpower structure into the Defense Civilian Personnel Data System (DCPDS) that will result in standardized position-related (manpower) information in a single database and eliminate the manual input process into DCPDS. No single system providing timely and accurate position data currently exists within the Department of the Army.

AMERICAN FORCES PRESS SERVICE
(SEPT. 15, 2004)

ARMY FIELDS FASTER TACTICAL RE-SUPPLY SYSTEM

by Gerry J. Gilmore

MILWAUKEE—The Army is now using satellites to enable units to request needed supplies faster during wartime operations, a senior U.S. officer said here today. Under the new system, units on

the move would stop for about a half hour and employ satellite dishes to communicate their re-supply needs back through the logistical chain, Army Lt. Gen. Claude V. Christianson noted during a roundtable discussion at the National Defense Transportation Association conference. Christianson is the Army staff's logistics chief.

The new system, Christianson said, was successfully tested in May and June during exercises held at the National Training Center at Fort Irwin, Calif. An integrated wireless computer system, the general noted, enables tactical units to collaborate on their requirements to replenish needed items.

About a year ago, combat units in Iraq needed between five to eight days to transmit their logistics requirements into a national supply database, Christianson said. Today, he said, supply requests from Iraq are being transmitted, on average, in less than half a day. Use of commercial satellite technology, Christianson pointed out, is an important part of the new networked logistics communication systems.

Concurrently, noted Vice Adm. Keith W. Lippert, commander of the Defense Logistics Agency, outdated computer systems in the military supply system are being replaced with newer technology.

As DoD continues to implement new technologies across the military supply system, Christianson observed, this helps to provide real-time awareness for both forward-deployed military customers and vendors. "We'll be able to see down to the lowest level [on the battlefield]," Christianson concluded.

AMERICAN FORCES PRESS SERVICE (SEPT. 15, 2004) TRANSPORTATION COMMAND CONTINUES "TO GET THINGS DONE"

by Gerry J. Gilmore

MILWAUKEE—Upon receiving a high-level memorandum last year authorizing his command to reach out to improve the military's supply and transportation systems, U.S. Transportation Command's leader interpreted it in just one way.

Air Force Gen. John Handy recalled today at the National Defense Transportation Association annual conference that the memo gave him the license "to get things done." The September 2003 document had come from Defense Secretary Donald H. Rumsfeld. It designated TRANSCOM as DoD's distribution process owner.



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And the command, headquartered at Scott Air Force Base, Ill., *has* been getting things done. Handy noted that in mid-January, for example, a deployment and distribution operations center was set up in Kuwait and has greatly facilitated U.S. Central Command's supply and personnel distribution systems.

Improvements in communications and supply asset visibility, the general observed, enabled the recent turning back of 1,700 containers not needed by U.S. forces in the Persian Gulf.

In fact, he continued, an examination of supply and transportation operations has resulted in avoiding more than \$280 million in costs since January 2004.

That represents a lot of savings to taxpayers, reduced headaches for military logisticians, and improved customer service for warfighters, Handy noted.

This kind of transformation continues as a partnership, Handy asserted, noting that military logistics and transportation organizations and civilian contractors routinely team up to find joint solutions to thorny supply and transport problems.

Today, Handy said, one challenge is to incorporate more proven private-sector business practices and technology into the military logistics and transportation systems.

We're just now discovering how useful those practices can be in improving supply and transportation services to warfighters, he concluded.

NEW COUGAR HEV FOR MARINE CORPS

by Cpl. Shawn Vincent, USMC

Marine Corps Base Quantico, Va.—A new vehicle that was recently used in Operation Iraqi Freedom (OIF) II will soon be distributed throughout the Marine Corps.

The Cougar Hardened Engineer Vehicle, a versatile, multi-purpose vehicle, can be configured to complete a wide variety of mission requirements. The new HEV can serve as a mine-proof troop transport vehicle, a law enforcement special response vehicle, a weapons platform, or an escort protection vehicle. Fourteen were shipped to various bases in September 2004.

The user-friendly vehicle is designed to protect both the driver and crew from ballistic and mine-blast threats. The four-wheel drive edition seats four passengers, and the six-wheel drive edition seats 10 passengers.



The new Cougar Hardened Engineer Vehicle, which was distributed throughout the Marine Corps in September-October 2004. Photograph by Joseph B. Murgo

“Currently, combat engineers and explosive ordnance disposal [personnel] lack the adequate organic battlefield transportation capability and protection to conduct independent missions,” said Joseph B. Murgo, team leader, engineer support equipment/counter-IED systems, Marine Corps Systems Command (MCSC). “Now EOD and engineers will be able to maneuver with speed, mobility, and survivability equal with the ground maneuver forces within the Marine Air Ground Task Force (MACTF).”

Murgo said the Cougar HEV has an armored capsule designed to protect personnel, the engine, and transmission from both ballistic and mine-blast threats.

“The Cougar will withstand a 30-pound blast of TNT to either the front or rear axles as well as a 15-pound blast to the center portion of the vehicle,” he said.

Murgo said Technical Solutions Group, Inc., is currently manufacturing the Cougar HEV for allied nations while also manufacturing a larger HEV called the Buffalo for the U.S. Army in support of operations in Iraq and Afghanistan.

Because OIF II and contingency operations in the Global War On Terrorism have created an immediate mission essential requirement for the Cougar HEV, I Marine Expeditionary Force initiated an urgent universal need statement in December 2003, to purchase 27 HEVs.

“The rapid procurement and fielding of the HEV is indicative of MCSC's responsiveness to the needs of the



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MAGTF and the individual warfighter,” said Maj. Robert C. Crum, public affairs officer, MCSC.

Murgo said the severity of unexploded ordnance and improvised explosive devices to operating forces and mine clearing teams has resulted in the loss of many lives.

“Many Marine Corps operating forces require adequate HEVs to negate these hazardous conditions and their effects,” Murgo said.

Murgo said the Cougar has ballistic protection for the radiator, fuel tanks, and battery compartments; and it is equipped with weapons ports, M240G mount, engineer/EOD tool storage, two spare tires, and a Nuclear, Biological and Chemical overpressure and filter system.

ARMY NEWS SERVICE (SEPT. 17, 2004) **SOLDIERS TO SEE TACTICAL NETWORK SOONER**

FORT MONMOUTH, N.J.—Soldiers may see the future of tactical network technology sooner, officials said, because the Army is proceeding under a revised acquisition strategy for the network.

Two industry teams that were each under separate contracts with the Army to develop the Warfighter Information Network-Tactical, known as WIN-T, have now combined forces.

Under the previous acquisition strategy, officials said, the future network solution would have been defined in late 2005 when the Army was scheduled to select one of the two contractors, General Dynamics or Lockheed Martin. Combining contractors establishes a single baseline for the WIN-T program rather than two possibilities as offered by competing WIN-T teams, according to Col. Angel Colon, the WIN-T project manager.

“This combined effort will allow us to settle the WIN-T network architecture within the next four months,” Colon said. “A single-baseline approach sets the conditions to incrementally provide capabilities to the current force.”

General Dynamics C4 Systems and Lockheed Martin Mission Systems were originally awarded contracts in August 2002 to conduct pre-system development and demonstration activities for WIN-T. The contracts called for the two teams to develop capabilities in parallel before selecting a single contractor immediately prior to production.

The new acquisition approach was authorized Sept. 10 by Acting Under Secretary of Defense (Acquisition, Technology and Logistics) Michael W. Wynne, the Defense acquisition executive for the program, according to Army officials.

“Soldiers will benefit from this combined effort because it opens the door for the latest in information technology to be fielded where real-time, quality information is most highly valued—with our deployed and combat-ready units,” Colon said.

“The single baseline approach also provides a single focus for other interdependent developmental efforts, including the Future Combat Systems and Joint Tactical Radio Systems,” said Don Keller, project director for WIN-T. “The Army will also benefit in the final product by incorporating the strongest features of each contractor’s design in a best-of-breed approach.

WIN-T is envisioned by G-6 to become the Army’s integrating communications network, keeping soldiers connected through a high-speed, highly secure wireless network that will deliver voice, data, and video.

WIN-T will be the Army’s tactical extension of the Global Information Grid, officials said. Under the new acquisition approach, General Dynamics will act as the prime contractor for WIN-T, and Lockheed Martin will provide complementary technical expertise and capabilities as a major subcontractor responsible for 50 percent of the effort.

(Information provided by the Fort Monmouth-based Program Executive Office for Command, Control and Communications-Tactical.)

AIR FORCE MATERIEL COMMAND NEWS SERVICE (SEPT. 23, 2004) **AIRBORNE NETWORK TAKES “WIRELESS” TO NEW HEIGHTS**

by Capt. Kelly George, USAF

EDWARDS AIR FORCE BASE, Calif. (AFPN)—Leaders at all levels can soon access information from their home stations, regardless of where they are in the world, thanks to an airborne local area network.

Engineers at the 412th Flight Test Squadron here and the Air Force systems networking program office at Gunter Annex, Ala., developed and flight tested the airborne system onboard the C-135 Speckled Trout.



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The LAN is designed to provide users aboard the Speckled Trout access to classified and unclassified Web sites and connection to their home-station networks while in flight worldwide. The eventual goal is to make the network infrastructure small enough to carry on any executive aircraft in a small suitcase, experts said.

The Air Force chief of staff flies on the modified C-135. Fully equipped with radio equipment, data links, and cryptographic sets, the aircraft serves a secondary role as a test bed for proposed command and control systems.

People here conducted local flight tests recently and tested the system again on a cross-country mission Sept. 20. They said they plan to continue operational testing with Gen. John P. Jumper and his staff onboard in the future.

“The primary objective [of these first tests] was to prove out the system in flight, to check the airworthiness of the equipment and see how it can handle varying temperatures and vibrations during takeoffs and landings, and to test its supportability throughout the flight,” said

Capt. Dick Wong, 412th FLTS flight test engineer and test director.

Experts will eventually take the aircraft to locations worldwide to see how the system manages the handoffs with the satellites and maintains connectivity with the users' home-station networks, Wong said.

During initial testing, users sent e-mail, surfed the Internet, and accessed their home-station networks through the virtual private network, said Derick Catman, an engineer with the networking program office.

“[The network] allows users to be perceived ... as being physically located at the home station even though they are actually thousands of miles away,” Catman said. “It allows access to items and things on the network that would typically be barred from outside access.”

The signal must travel from the aircraft via an international maritime satellite terminal to a satellite in a geosynchronous orbit and down to two different ground stations located an ocean apart before finally arriving at the ground entry point at Gunter. However, the system still runs more than twice as fast as a typical dial-up modem connection, Catman said.

“The LAN capability that we have on this jet far exceeds anything out there in both the civilian and military markets,” said Tech. Sgt. Dan Hوجلund, an airborne communications evaluator and test conductor.

Although some of the other aircraft within the executive airlift fleet have similar network systems, much of the equipment is spread throughout the aircraft and is about 30-percent larger than the single rack developed for Speckled Trout, Capt. Julie Elenbaum said. She is the 412th FLTS test and engineering flight commander and program manager for this endeavor.



Air Force Master Sgt. Charles Brown tests the operational use of airborne Internet access during a test flight on a C-135 Speckled Trout at Edwards AFB, Calif. He is assigned to the 412th Flight Test Squadron at Edwards.

U.S. Air Force photograph by Air Force Capt. Julie Elenbaum



"The eventual goal is to miniaturize the system even more to make it one small case for classified and one small case for unclassified," she said. "This will allow the capability to go on a larger variety of aircraft."

In this age of information warfare, it is vitally important to have this type of capability in the hands of the military's senior leaders no matter where they are in the world, Wong said.

Hoglund was on board the Speckled Trout on Sept. 11, 2001, with Gen. Henry H. Shelton, former chairman of the Joint Chiefs of Staff.

"I feel if we had this capability back then, our mission would have carried on to overseas," Hoglund said. "We had to come back only because our access to information was limited by our equipment and our location."

Elenbaum said she is proud of the work her team has accomplished because she knows it will make the customers more prepared to do their jobs.

"This is an office in the sky," she said. "The goal is to give them the same capabilities they would have in their offices back at the Pentagon or wherever else while en route to other locations around the globe."

COMMITTEE ON ARMED SERVICES PRESS RELEASE, UNITED STATES SENATE (OCT. 8, 2004)

SENATE AND HOUSE COMPLETE CONFERENCE ON RONALD W. REAGAN NATIONAL DEFENSE AUTHORIZATION ACT FOR FISCAL YEAR 2005

Senator John Warner (R-VA), chairman of the Senate Armed Services Committee, and Senator Carl Levin, ranking member, announced today that the Senate and House conferees reached agreement on the Ronald W. Reagan National Defense Authorization Act for Fiscal Year 2005. The bill authorizes funding for the Department of Defense and the national security programs of the Department of Energy.

"We remain a nation at war against terrorism, and we will win because of the extraordinary Americans who volunteer to serve the cause of peace and freedom. All Americans are in their debt, and they and their families deserve our unwavering support," said Warner. "I can think of no better way to honor the service and sacrifice of our servicemen and women and their families than to provide them with a higher level of pay and benefits

and to give them the equipment they need to carry out their critical missions on behalf of our nation. I think it is particularly fitting that this bill is named after President Reagan," Warner added.

"This bill improves the quality of life for our men and women in uniform, provides the equipment they need to perform their important and dangerous missions, and makes the investments we need to meet the challenges of the 21st century," said Levin. "I am especially pleased that this bill increases the active duty end strength of the Army and Marine Corps, and increases the benefits for our active duty, National Guard, and Reserve forces, and for their families," he added.

CONFERENCE REPORT HIGHLIGHTS

This conference report underscores the Committee's strong support for the men and women of the armed forces who are fighting so bravely in the global war on terrorism. The conference report includes a 3.5 percent across-the-board increase in pay for all uniformed service personnel. It creates a new healthcare benefit for reservists by authorizing TRICARE coverage for Reserve members who served on extended active duty. It authorizes a permanent increase in special pay for duty subject to hostile fire or imminent danger and for family separation allowances, and increases special pays for members of the National Guard and Reserve for enlistment and reenlistment.

The conferees agreed to authorize a multiyear procurement for 100 new aerial refueling aircraft, while prohibiting the lease of KC-767A tanker aircraft by the Air Force. They also agreed to require that any contract for the maintenance and logistics support for new aerial refueling aircraft be competitively awarded.

The conferees reached an agreement that will maintain the authority for the Department of Defense to conduct a round of base realignment and closure in 2005. Warner stated, "This top Administration priority is absolutely essential and necessary for 2005, to allow the Department to evaluate its infrastructure and to make smart decisions to support a well-postured 21st century military. We must complete this crucial process over the next year in order to reduce aging [and] excess infrastructure, provide resources for the military where they need it the most, and provide investment and development opportunities for the local communities that so strongly support our military forces."

In addition, the conferees:



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- Authorized a 3.5 percent across-the-board pay raise for all uniformed service personnel
- Authorized increases in active-duty end strength of 20,000 for the Army and 3,000 for the Marine Corps
- Authorized an increase in the Survivor Benefit Plan annuity that will be phased in over 3.5 years and, by 2008, eliminate the existing two tier system
- Approved permanent eligibility for up to 90 days of TRICARE coverage for Reserve members and their families prior to mobilization, and 180 days of transitional health benefits for Reserves, active duty members, and their families when the member separates from active duty service
- Authorized a new program of educational assistance to members of the Selected Reserve, providing varying amounts of aid depending on the length of time mobilized
- Authorized immediate concurrent receipt, without phase-in, of military retired pay and veterans' disability compensation for retirees who are rated at 100 percent disabled
- Included a provision that would expand criminal jurisdiction over federal employees and contractor personnel supporting the DoD mission overseas
- Removed the existing funding limitations on the military housing privatization authorities, which will allow the military services to continue to partner with the private sector to provide the highest quality housing for military members and their families in the shortest amount of time
- Authorized \$10 billion for ballistic missile defense, and provided additional funding for the ground-based mid-course missile defense segment.
- Established new benefits under the Energy Employee Occupational Illness Compensation Program Act to compensate energy employees for illnesses resulting from exposure to toxic substances at a Department of Energy facility; the provision would direct the Department of Labor to administer this new benefit program, which is intended to provide a simple, fair, and uniform workers compensation system
- Authorized an additional \$572 million for additional up-armored variants of the High Mobility Multi-purpose Wheeled Vehicle and \$100 million for wheeled vehicle ballistic bolt-on armor
- Authorized the secretary of defense to use up to \$500 million in fiscal year 2005 to train and equip Iraqi and Afghani military and security forces, and up to \$300 million in fiscal year 2005 for the Commanders' Emergency Response Program for small-scale humanitarian and reconstruction projects in Iraq and Afghanistan

- Required the secretary of defense to prescribe policies to ensure the humane treatment of prisoners detained in armed conflict and to report to Congress
- Authorized an additional \$46.9 million to field an additional seven Weapons of Mass Destruction-Civil Support teams (WMD-CST), for a total of 55 teams by the end of fiscal 05.

A full summary of the bill is available at <http://armed-services.senate.gov/press.htm>.

HEADQUARTERS MARINE CORPS PRESS RELEASE (OCT. 8, 2004) DOD OFFICIALS EXPERIENCE OSPREY CAPABILITIES

MARINE CORPS AIR STATION (MCAS) NEW RIVER, N.C.—An official party consisting of high-ranking members of the Department of



Secretary of the Air Force James G. Roche exits the rear of an Osprey from Marine Tiltrotor Test and Evaluation Squadron-22 before flying in the aircraft Oct. 8. Roche was part of an official party to fly in an Osprey and prior to departing the station thanked the personnel in the squadron for their accomplishments.

U.S. Marine Corps photograph by Marine Lance Cpl. Michael Angelo



Defense, visited Marine Tiltrotor Test and Evaluation Squadron-22 here on Oct. 8 to fly in an Osprey and personally evaluate the aircraft.

Secretary of the Air Force James G. Roche, Chief of Staff of the Air Force Gen. John P. Jumper, and Assistant Secretary of Defense for Special Operations and Low-Intensity Conflict Thomas W. O'Connell, all flew in and spoke of the Osprey.

Jumper arrived at MCAS and after being briefed went to Marine Aircrew Training Systems Squadron to fly an Osprey simulator.

"I've been trying to do this for about three years now so I've finally had a chance to do it," he said. "Everything I've read about the airplane has been outstanding. For a fighter pilot to be able to fly this, it is amazing. When it is in its fixed-wing mode, it handles just like any airplane."

Jumper, originally from Paris, Texas, went to the VMX-22 hangar and shortly after piloted an Osprey. He flew with other members of his official party and, upon landing, shared his thoughts of the aircraft.

"This gives us capability, speed, and access in ways we did not have before. We're looking forward to the continuing development of the airplane. It's doing superbly so far," he said.

O'Connell said the V-22 program is similar to the C-17 program.

"The C-17 was a troubled program; they thought it would never get off the ground, and today it is the gold standard in the workforce of our transports. I think the evolution of the V-22 program will be much the same. It will advance rapidly, new capabilities will be added, and there'll be new tactics, techniques, and procedures. It will be used at sea so it opens a whole new horizon for special operations."

Roche spoke of the positive aspects the Osprey can bring to the military.

"The software stability demonstrates that this plane can do things we haven't been able to do before that give advantages to our special operations. You'll also want to take a look at this plane as a long-range combat search and rescue asset. This plane will be able to advance on enemies without the sound you get from a regular heli-

copter. It will allow us to get down and get off the ground faster."

Roche closed the day with a brief statement regarding the unity demonstrated by the Marines and airmen from VMX-22.

"I'm really glad we participated in this program for the last two-and-a-half years, and I'm very pleased with the unbelievable cooperation between the Marines and airmen. As they work together, they start to learn from each other."

The officer-in-charge of the squadron's flight line division, Capt. John E. Sarno, from Williamsburg, Va., said having VIPs take the time to visit MCAS New River is very important, not only to VMX-22, but also to the Marine Corps, as this project is going to transcend all Services.

"The squadron is always more than happy to show everybody the Osprey and dispel those rumors and misconceptions that might still be out there from years past," said Sarno.

AIR FORCE PRINT NEWS (OCT. 13, 2004) **HELMET UPGRADES ENHANCE AIR POWER**

by Senior Airman Amaani Lyle

SPANGDAHLEM AIR BASE, Germany (AFPN)—F-16 Fighting Falcon pilots here can now look, lock, and launch on an enemy target in the blink of an eye.

Because split seconds can mean the difference between life or death for a pilot in combat, the 52nd Fighter Wing here adopted an advanced approach to high-tech man-machine interaction with the Joint Helmet-Mounted Cueing System.

The system provides an electronic interface allowing the helmet and jet to communicate, putting critical data less than three inches from a pilot's right eye.

Human retinal nerve impulses and eye movement can be faster than one-twenty-fifth of a second. Pilots quickly locate, track, identify, and lock onto airborne and ground-based targets at longer ranges and safer altitudes—all by simply looking at a target, said Staff Sgt. Terence Zelek, a life-support technician with the 23rd Fighter Squadron.

"By keeping their eyes pointed outside the cockpit, pilots will be better equipped to support the formation via visual lookout and to avoid potential midair collisions in



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crowded airspace,” said Lt. Col. David Youtsey, 52nd Operations Support Squadron director of operations.

Avoiding such collisions is part of what makes the nearly \$100,000 per system price tag money well spent, Youtsey said.

“Compared to the cost of a trained pilot, the cost of the [F-16], or the cost of many weapons that are used only once, the price is not an issue,” he said. “[With] more survivable air attack engagements or faster destruction of enemy ground forces during a close-air support mission, the benefits are easily recognized.”

Youtsey said the new system also pays dividends in training. “Our young pilots will learn the skills and tactics necessary to transfer to more capable aircraft,” he said. “The skills acquired via [the system] will support the fielding decisions and employment tactics of those future stealthy platforms in an even more networked and sensor-dense battlespace.”

One pilot said the ease of the helmet system makes the idea of returning to the “old-fashioned” system unappealing, but he also recognizes the importance of meticulous training, fitting, and assembly on the new system.

“Your head is connected to the end [of the cord] and inside the helmet,” said Capt. Kevin Lord, 23rd FS life-support officer and F-16 pilot. During an ejection or other mishap, “if the (system) is improperly connected, it could rip your head off.”

Three dedicated rides with an instructor, coupled with a regular flight schedule, should keep pilots proficient with the new equipment.

“When you know how to wear [the helmet] and it’s properly fitted, it’s awesome,” Lord said. “It’s first look, first lock, first kill and now we can track altitude, speed, and just about any information we need to keep the aircraft level and in our control.”



Air Force Capt. Kevin Lord demonstrates the Joint Helmet-Mounted Cueing System that is now used in 52nd Fighter Wing’s F-16 Fighting Falcons at Spangdahlem Air Base, Germany. The new system puts critical data less than three inches from a pilot’s right eye. Lord is an F-16 pilot with the 23rd Fighter Squadron. U.S. Air Force photograph by Senior Airman Amaani Lyle