



In the News

AMERICAN FORCES PRESS SERVICE
(SEPT. 21, 2005)

DOD ADOPTS NEW BUSINESS PRACTICES TO MANAGE SUPPLY CHAIN

Samantha L. Quigley

WASHINGTON—The Defense Department is adopting a more customer-focused approach to acquisition, technology, and logistics, the department's top AT&L official told a group of more than 300 industry leaders at the National Defense Industrial Association's September luncheon on Sept. 21.

"The customers ... expect us to prepare and provide the capabilities they will need to defend America and her interests, not just today, but into the future," Kenneth J. Krieg told the group.

He identified AT&L's customers, or stakeholders, as the secretary of defense, Congress, and the taxpayers who "wisely invest their hard-earned money in their nation's common defense."

To serve all of these stakeholders well, Krieg said, AT&L must adhere to some basic principles, including making decisions based on facts, aligning authority and responsibility, balancing the costs of various choices, and building processes that have both agile performance and strong oversight.

"As we incorporate these basic principles into our daily routine, we also are mindful of how business in the Department of Defense is changing," he said. "And it is changing very dramatically. Our job is less about moving paperwork and more about moving knowledge. It is less about bending metal and more about integrating systems. It is about joint and integrated endeavors."

To meet the challenge, he said, AT&L is developing a new set of business practices affecting five broad areas: supply chain, medical readiness and performance, acquisition, ordinary and strategic process integration, and DoD corporate governments.

In the review of these areas, Krieg said, three overarching guidelines are being applied: being responsive to customers, ensuring decisions are made based on facts and at the appropriate level, and redirecting work efforts. All of these are geared toward achieving effectiveness and efficiency, he said.

For example, he noted, technology such as item-unique identification and radio frequency identification that allow the tracking of both products and procedures will help to attain those goals. "The key to future success lies in working smarter, not just harder," Krieg said.

He cited performance-based logistics, or PBL, as one way to give DoD's stakeholders the best value on the roughly \$80 billion the department spends annually on supply-chain activity.

"PBL helps us to work more efficiently and gather data and facts we need to measure success and uncover roadblocks to achieving our goals," he said. "Even more important, we're able to factually report those successes to our stakeholders and work together to remove those roadblocks."

Also, Krieg said, he intends to introduce Lean Six Sigma techniques, a widely used business strategy, to further streamline AT&L's practices. Lean Six Sigma emphasizes speed and efficiency in improving business processes and transactions.

"I intend to use its principles to consider the effectiveness and efficiency of the administrative processes of acquisition documentation," he said, "allowing our staff to streamline their procedures and free their time to focus on other customer needs." He added that AT&L will seek to apply Lean Six Sigma techniques to its business activities.

"In an era where people are devoting more and more hours to their work," Krieg said, "it's not sensible to further increase the time ... we spend. Instead, we must increase the efficiency of our business products."

AMERICAN FORCES PRESS SERVICE
(SEPT. 27, 2005)

OFFICIALS REPORT ACQUISITION IMPROVEMENT GOALS TO CONGRESS

Donna Miles

WASHINGTON—There is no quick solution to overhauling the defense acquisition system to make it more responsive to warfighter needs and taxpayer interests, Acting Deputy Defense Secretary Gordon England told the Senate Armed Services Committee. "This is just hard work," he said.

But two major initiatives under way are expected to provide a roadmap to doing just that, England and other defense officials involved with the projects said during a full-committee hearing on the need for improvements to defense acquisition processes and organizations.

In his opening statement, committee chairman Sen. John Warner (R-Va.) noted that the state of the armed forces,



which are equipped with “the best weapons systems in the world,” demonstrates that the acquisition system is “doing some things right.”

The goal, he said, is to improve its efficiency and capabilities to prepare for the future.

England outlined two efforts focused specifically on that objective. For the first time, the Quadrennial Defense Review, due to Congress in February 2006, will address not only military capabilities, but also the business practices and acquisition processes required to achieve them, he told the committee.

The QDR process dovetails with the Defense Acquisition Performance Assessment, a top-to-bottom review of DoD’s acquisition programs that England ordered in July. That project aims to get to the bottom of why, despite decades of study and reforms, the acquisition system still suffers from widespread perceptions that weapons systems cost too much and take too long to develop, retired Air Force Lt. Gen. Ronald Kadish, project chairman, told the senators.

Four public hearings, with input provided “from many people inside and outside the process,” as well as a thorough review of previous acquisition studies have so far identified “more problems than solutions,” Kadish acknowledged.

But Kadish expressed optimism that the review—which covers aspects of the process including requirements, organization, legal foundations, decision methodology, oversight, and checks and balances—will result in system-wide improvements.

In directing the review, England ordered a clear recommendation for what the acquisition structure should look like, with a clear alignment of responsibility, authority, and accountability.

He also set a timetable for the effort, requesting a report and action plan by mid-November, with a goal of reporting it to Congress by late November.

Kenneth Krieg, under secretary of defense for acquisition, technology and logistics, said improvements adopted will honor DoD’s obligations to two groups. “Our primary customer is the warfighter, who expects us to provide ... the best equipment possible,” Krieg said. The other is the taxpayer, “who expects us to wisely spend

their dollars.” [Read Krieg’s Senate testimony in its entirety beginning on page 18.]

Achieving this balancing act is critical to provide the United States the capabilities needed to win the war on terror and prepare for future security challenges, the panel members told the committee. But it will demand cooperation between the Defense Department and Congress, and it won’t come easily, they agreed.

“Achieving a satisfactory acquisition process will be a significant challenge to this country,” Kadish said. “I’m convinced we can do better.”

Navy Adm. Edmund Giambastiani, vice chairman of the Joint Chiefs of Staff, affirmed his personal commitment to the effort. “We owe our best effort to our men and women in uniform,” he said.

PICATINNY ARSENAL NEWS RELEASE (SEPT. 27, 2005) TROOPS COULD HAVE NEW PICATINNY- DEVELOPED SMART ARTILLERY MUNI- TION BY MARCH

PICATINNY ARSENAL, N.J.—U.S. military troops in Iraq and Afghanistan could have a significantly more accurate howitzer-fired munition by March, following successful demonstration of the Army’s first fully autonomous guided projectile, Excalibur, at Yuma Proving Ground, Ariz., on Sept. 15.

Officials from the Army Project Manager for Combat Ammunition Systems located at Picatinny say the 155mm guided Excalibur round, known as the XM982, is more accurate than any currently available. A total of 165 Excalibur rounds have been contracted for \$23 million.

A special team headquartered here is managing the development effort.

The demonstration brings the program a step closer to fulfilling an urgent request to put Excalibur in soldiers’ hands by early 2006.

The projectile’s accuracy is better than 10 meters, officials said, a figure that represents a huge improvement over existing munitions. Excalibur will be used in Army and Marine Corps howitzers, to include the M109A6 Paladin, the M777 Lightweight 155 Howitzer, and the Future Combat Systems Non-Line-Of-Sight Cannon.



In the News



Excalibur: On target with devastating effects.
U.S. Army photograph.

“Excalibur will reduce collateral damage, increase survivability of friendly troops, and accomplish the mission more efficiently,” according to Col. Ole Knudsen, the project manager who oversees Army combat ammunition development programs.

Knudsen called the Sept. 15 demonstration “a tremendous success.”

“Excalibur has been proven at the system level to meet its precision and lethality objectives,” he said.

The demonstration consisted of firing an Excalibur projectile from a Paladin 155mm self-propelled howitzer at a target 15 kilometers away.

Eyewitnesses said the munition detonated successfully within seven meters of the target.

The round was set to activate in “height of burst” mode using an enhanced portable inductive artillery fuze setter.

During flight, the projectile “de-rolled” successfully, deployed canards, acquired GPS signals, calculated the navigation solution, and maneuvered itself to the target, which it then destroyed.

A cooperative effort between the United States and Sweden, the program is managed by the Program Executive

Office for Ammunition with the support of the U. S. Army Armament Research, Development and Engineering Center.

Raytheon Missile Systems and BAE/Bofors Defence Systems formed a contractor team that is designing the munition.

Subcontractors include General Dynamics, Honeywell, KDI Precision Products, Interstate Electronics Corporation, and EaglePicher Technologies.

For more information, contact Frank Misurelli at fmisure@pica.army.mil.

ARMY NEWS SERVICE (SEPT. 28, 2005) **ARMY DEMONSTRATES FUTURE COMBAT SYSTEMS**

Steve Harding

FORT BELVOIR, Va.—The Army initiative to transition to a new modular force took a step forward last week with the first comprehensive public demonstration of several Future Combat Systems technologies at Aberdeen Proving Ground, Md.

The demonstrations included flights of unmanned aerial vehicles and live firings of the 120mm Breach-Loaded Mortar, 120mm Light-Weight Cannon and, via video feed from Yuma Proving Ground, Ariz., the 155mm Non-Line-of-Sight Cannon.



In the News

The events also included in-the-field demonstrations of the Stryker Leader-Follower, the Small Unmanned Ground Vehicle, and the Manned Ground Vehicle Chassis Testbed.

Reporters, congressional staffers, and senior military and industry leaders watched the demonstrations Sept. 21. They also viewed static displays that included the Non-Line-of-Sight Launch System, Intelligent Munitions System, and Unattended Ground Sensors, among others.

“No Longer Just Drawing-board Concept”

The systems showed the lethal power, speed, and survivability capable of supporting a modular force of 43 brigades, designed to rapidly deploy for any combat operation, officials said.

In his remarks to reporters, Army Secretary Dr. Francis J. Harvey said the presentations of FCS component systems were “a clear demonstration that the Future Combat Systems program is no longer just a drawing-board concept.”

And while Harvey noted that the combination of the Army’s modular-force initiative and the FCS program forms the basis of the Service’s future-combat-force strategy, he pointed out that FCS is not being implemented solely to equip a future force.

Army Spiraling FCS Technologies

“The Army is taking full advantage of FCS technologies as they are developed in the near term, and expeditiously putting them into the hands of soldiers,” Harvey said. “We are inserting advances in active protection, networking, unattended sensors, precision munitions, and unmanned aerial and ground vehicles into the current force as soon as they are ready.”

One of the most impressive demonstrations at Aberdeen, judging by guests’ enthusiastic response, was that of the unmanned RQ-8 Fire Scout UAV. The diminutive helicopter took off, flew a preset search pattern over APG’s Phillips Army Airfield and then landed, all by remote control. Built by Northrop Grumman Corp., the Fire Scout can carry a variety of sensors, and is currently under joint operational testing by both the Army and Navy.

iRobot Awes Crowd

Equally popular with onlookers was the Packbot Explorer, built by iRobot Corp. of Burlington, Mass. Compact and man-portable, the small tracked vehicle is an outgrowth



An unmanned aerial vehicle operator prepares the Class I UAV for takeoff during the Future Combat Systems demonstration Sept. 21 at Aberdeen Proving Ground, Md. The UAV is man-portable and can be fitted with a variety of sensor packages.

U.S. Army photograph by Steve Harding.

of earlier variants that are already in service in both Afghanistan and Iraq.

Remotely guided by a technician, the small camera-carrying robot demonstrated its ability to climb stairs, maneuver over and around obstacles, and flip itself back upright after taking a tumble. Company representatives also displayed larger variants capable of carrying a broader range of sensors.

Ground Vehicle Shows Speed, Agility

At the other end of the FCS size spectrum is the Manned Ground Vehicle Chassis Testbed, which demonstrated its agility and speed during circuits of a small test track at APG’s Perryman Test Range. A small vehicle with a very low silhouette and an innovative—and quiet—track system, the MGV is the developmental prototype of the common platform for FCS’s eight manned vehicle types, including both the Non-Line-of-Sight Cannon and Non-Line-of-Sight Mortar.

The prototype platform is lighter and faster than vehicles it is meant to replace, giving the modular force the capability to quickly deploy to any trouble spot with equipment that is agile and lethal on the ground.



NLOS Cannon Shows Firepower

During firepower demonstrations, participants viewed live firings of the Non-Line-of-Sight Cannon and Non-Line-of-Sight Mortar via a video link.

Mounted in a turret similar to the one intended for the fielded system, the breach-loaded mortar fired several rounds in quick succession. The Non-Line-of-Sight Cannon also fired several times, though from a much greater remove—it was firing at Yuma Proving Ground in Arizona.

Among the static displays drawing the most attention from visitors was the Non-Line-of-Sight Launch System, a joint venture of Lockheed Martin and Raytheon. Essentially a multiple-launch rocket system in a small, portable container, each NLOS-LS contains 15 vertical-launch rounds. The containers also house tactical fire-control electronics and software for remote and unmanned operations.

Sensor Network to Link Battlefield

“What we’ve seen demonstrated here is nothing less than the future of ground combat,” said Army Chief of Staff Gen. Peter J. Schoomaker during a post-demonstration news conference. “These systems and the technologies they incorporate will allow the Army to remain the world’s dominant land power well into the 21st century.”

The delivery of the first FCS systems will mark the introduction of the next generation of combat systems and sensors and of a network that will for the first time link all the sensor pictures gathered across the modern battlefield, said Brig. Gen. Charles Cartwright, the Army’s unit-of-action program manager.

What that means for soldiers and joint forces, he said, is that all units and all systems at virtually every level will benefit from vastly greater situational awareness and coordination of operation planning and execution.

FCS Purpose: Support Modular Forces

As impressive as the FCS demonstrations were, their demonstrators were quick to point out that the FCS program supports the Army’s larger vision of building modular forces that will play a key role in joint operations.

“The overall purpose of the FCS family of systems is, quite simply, to provide an organization that is mobile,

agile, and protected, and that provides the joint combatant commander a multitude of options that [he or she] doesn’t have today,” said Al Resnick, director of requirements integration at U.S. Army Training and Doctrine Command.

“If you go back and look at the Army’s mission-needs statement when it started down the path toward FCS, you see that the Army had—and still has—a critical need to be able to take units, like brigades, anywhere at any time and have them be combat-capable when they get there,” said retired Lt. Gen. Dan Zanini, the FCS deputy program manager for SAIC, Inc., which, with Boeing, is lead FCS system integrator. “The Army also needs the ability to dominate across the full range of military operations, from peacekeeping to full-out combat, and FCS will allow it to do that.”

Team Effort Keeps FCS on Schedule

The 18 platforms that make up the FCS family of systems are the work of some 23 prime and more than 345 other contractors, a communal effort that Cartwright called the basis of the program’s continuing success.

“The best of American industry is involved in this program,” he said. “Every major Department of Defense contractor is part of this program, and they’re all pulling together as a team.”

One of those team members, Boeing Company FCS Program Manager Dennis Muilenburg, noted in remarks to reporters that “the major proof of that teamwork is that we are 27 months into a complex systems-development demonstration phase, and we are right on cost, right on schedule, and meeting all the performance requirements.”

Fielding to be Staggered

Staying on schedule is important, Cartwright noted, since the Army intends to field each of the FCS constituent systems as it becomes ready.

“The Army is converting all its units to a modular organization,” Cartwright said. “To be complete, that organizational design is waiting for the FCS systems and technologies to be delivered to the warfighters. The Army chief of staff asked us not to wait until the end of the program to deliver all the systems, but to deliver the technologies as they became available because the organizational design was already in place.”



Systems Already Saving Lives

Schoomaker pointed out that FCS-generated technologies—most notably the portable Packbot robot—are already saving soldiers' lives in Afghanistan and Iraq. "Spinning out" other technologies as they mature will both enhance current-force units' combat capabilities and reduce soldiers' risks, he said.

Harvey said the insertion of selected FCS technologies into the current force, coupled with the ongoing development and fielding of FCS's range of constituent systems, will allow the Army to confront and defeat a learning, adaptive enemy across the entire range of military operations.

"Our modular formations, continuously enhanced by the insertion of FCS technologies, will ensure our soldiers and leaders have the capabilities they need to win decisively when and where the nation calls," he said.

Harvey: FCS Funding Vital

Given the vital importance of FCS to the Army's current and future capabilities, Harvey said, "it is critical that we keep the FCS program intact, and that it is not fragmented with the associated changes in funding."

Reductions in FCS funding could jeopardize the Army's combat capabilities, he said.

"Modernizing without the complete FCS program complicates management, could sacrifice capabilities, decreases integration, and increases costs," Harvey said. "Ultimately, changes to the program will cause greater development and life-cycle costs, and will push full fielding of the FCS further down the road at a time when our soldiers need it most."

Restructuring Reduces Costs

Schoomaker added that a restructuring of FCS last year reduced the program's cost from \$34 billion to \$25 billion, and that over the past several years the Army has terminated some 120 other programs to free up funding for FCS and help move the current force into brigade-based modular units.

"The fact of the matter is the nation's got to invest in its Army and it's got to do it on the strategic timelines that are required to develop and present these capabilities," Schoomaker said. "Can we afford not to do it?"

Steve Harding writes for Soldiers Magazine at Fort Belvoir, Va.

AIR FORCE PRINT NEWS (SEPT. 30, 2005) SMALL DIAMETER BOMB CERTIFIED FOR OPERATIONAL TEST, EVALUATION

Capt. Louis Ruscetta, USAF

EGLIN AIR FORCE BASE, Fla.—19! 23! 35! 37! 20! No, that's not a football audible at the line of scrimmage, but the accomplishments of the Small Diameter Bomb Program: the number of months—19—from the system design and development contract award to the first production contract award; the number of months—23—from development award to the start of operational test; the number of successful weapon drops—35—in the number of tests—37; and the design life of system hardware in years—20—for the small-diameter bomb weapon system.

The small-diameter bomb is a 250-pound class munition, providing the warfighter with a four-fold increase in weapons per aircraft station. It can penetrate more than 13 feet into a target and can be accurate from up to 70 miles away. The bombs are delivered in single reusable aluminum weapon containers or loaded on a miniature munitions carriage. The carriages allow the weapons to be loaded straight from the container onto the F-15E Strike Eagle with no preparation or double handling. It also gives the pilot the ability to simultaneously drop multiple bombs at multiple targets, while significantly reducing collateral damage.

Maj. Gen. Robert W. Chedister, weapons program executive officer and Air Armament Center commander at Eglin Air Force Base, Fla., certified the bomb ready to enter operational test and evaluation Sept. 20.

"This certification culminates a year of unprecedented developmental test success and is a testament to the talents and spirit of Team Eglin," said Thomas Robillard, Air-to-Ground Munitions Systems Wing director.

During bomb testing, Chedister challenged Eglin airmen to meet the Air Force Chief of Staff's mandated September 2006 date for the small diameter bomb.

"Every involved organization stepped up to the boss's challenge and delivered, allowing us to exceed schedule and performance expectations," Robillard said.

To help achieve this success, more people were added to the SDB program office. The 46th Test Wing provided flexible scheduling, other test programs delayed missions to give needed range time, and many organiza-



EGLIN AIR FORCE BASE, Fla.—A small-diameter bomb drops toward its target. The small-diameter bomb program began operational testing in October 2005 and will continue the evaluation phase through spring 2006. U.S. Air Force photograph.

tions picked up the bomb program office's share of the administrative duties—all facilitating its record-setting schedule.

“The SDB Program Office is frequently the benefactor of Air Force Materiel Command accolades, but SDB success is a Team Eglin win,” said Col. Dick Justice, Miniature Munitions Systems Group commander. “Without broad (AAC) support, and an outstanding product delivered by the Boeing Company, schedule and performance success would have been impossible.”

The bomb enters operational testing in October and will continue the evaluation phase until spring 2006. Royal Air Force Lakenheath, United Kingdom, is scheduled to receive the first shipment of the weapon following testing.

Ruscetta is with the Miniature Munitions Support Group at Eglin.

AMERICAN FORCES PRESS SERVICE (SEPT. 30, 2005) PENTAGON RENOVATION CONTINUES ON SCHEDULE

Sgt. Sara Wood, USA

WASHINGTON—Renovation of the second wedge of the Pentagon is nearly completed, keeping the program on schedule and even slightly under budget, the program's director said here

Sept. 29. Wedge 2 will be completed and occupied by the end of November, and work already has started on the first section of Wedge 3, said Kenneth Catlow, director of the Pentagon Renovation and Construction Program Office. By the end of 2005 or early 2006, the second section of Wedge 3 will be vacated to prepare for construction, which will shut down the River Terrace, he said.

The \$1 billion project started in the early 1990s and involves a complete overhaul of the interior of the Defense Department headquarters. The building is being renovated in five wedges. Wedge 1 was almost complete when a hijacked commercial airliner slammed into the Pentagon on Sept. 11, 2001, Catlow said. The plane struck that section, so it had to be rebuilt while construction continued on Wedge 2, he explained.

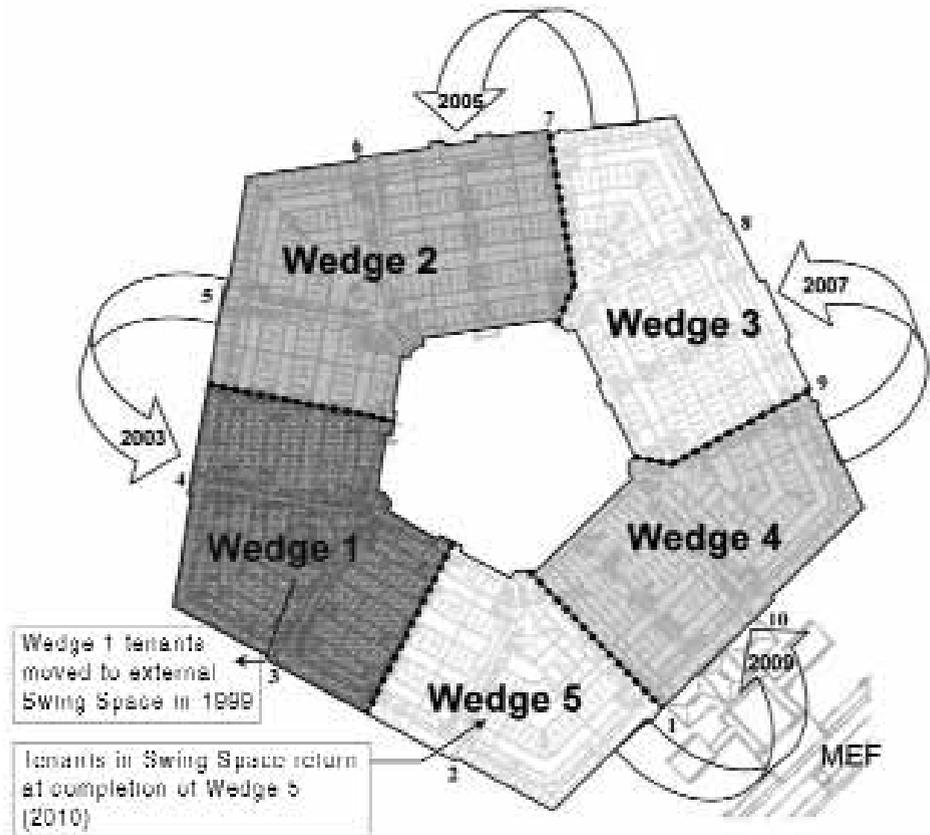
Different contractors were handling the two sections at that time, so work was completed quickly, Catlow said. “Within a year after the plane hit the building, we had people back, sitting in the building exactly where the plane came in,” he said.

On an average day, about 2,000 construction and information technology workers are working on the renovation in the Pentagon, Catlow said. Also, 400 people work in management of the program, he said. The goal of all these employees, he said, is to make the transition as smooth as possible for the people moving into and out



In the News

Wedges 2-5 constitute a phased design/build renovation of 4 million square feet of space in the Pentagon. The project brings all remaining unrenovated areas of the building into compliance with modern building safety and fire codes. Work includes removal of all hazardous materials, replacement of all building systems, addition of new elevators and escalators to improve vertical circulation, and installation of new security and telecommunications systems. Renovated spaces will be modern, efficient, and flexible. The project, under way since September 2001, is on an accelerated schedule for completion in December 2010, four years sooner than originally planned.



of the newly renovated and soon-to-be-renovated sections.

“We work really hard to take care of all those customers,” he said. “Our people are absolutely phenomenal.”

Moving people poses a serious challenge, especially because the people who work in the Pentagon are often the most senior from every military department, Catlow said. There is always concern about maintaining the mission, and there is sometimes tension, but his staff has been successful at managing the transitions, he said.

Catlow recently had a chance to brief acting Deputy Defense Secretary Gordon England about the renovation program, and he said that meeting gave him a lot of validation for his work.

“If the deputy secretary of defense tells me that he’s hearing nothing but good about what the program’s doing—which is what he told me personally—then I think we’re being successful,” he said.

The renovation is making the Pentagon a more modern, efficient office environment, Catlow said. Utilities usage has gone down significantly in the remodeled sections,

and reliability of technology systems has been increased, he said.

“We’ll have a much more reliable facility—a much more work-friendly environment—when we’re done,” he said. “It’ll be a modern, safe, code-compliant office and command center for the Department of Defense. And that’s worth what it costs to get it done.”

Catlow said he and his staff members take pride in the work they’re doing on the Pentagon, because they know it’s an investment in the future of the military.

“I feel like we’re renovating this building for the American soldier, because that’s what the Department of Defense is all about,” he said. “What I’m doing here, in the Pentagon renovation program, is going to support those folks out in the field.”

Work on Wedge 3 is scheduled to be completed in October 2007. After that, Wedges 4 and 5 will be renovated, and the entire project is expected to be completed by December 2010.



AMERICAN FORCES PRESS SERVICE (OCT. 3, 2005)

PACE ISSUES GUIDANCE TO HELP MILITARY 'SHAPE THE FUTURE'

Jim Garamone

WASHINGTON—The war on terror underlies every word in the Chairman's Guidance to the Joint Staff. Marine Gen. Peter Pace, who took office as the 16th Joint Chiefs chairman on Sept. 30, issued the guidance so members of the Joint Staff would understand his priorities and focus on what he considers important in the coming years, said defense officials.

Pace reiterates in a number of places in the guidance that he considers the war on terror to be winnable, but it will be "a war of long duration."

Pace's guidance is subtitled "Shaping the Future." He said that while the emphasis must be on the war on terror, the U.S. military must be ready for any eventuality. Pace's priorities are concise and mutually supporting. At the top is winning the war on terror.

"Our enemies are violent extremists who would deny us, and all mankind, the freedom to choose our own destiny," Pace wrote in the guidance. "Finding this distributed, loosely networked enemy is the greatest challenge we face."

The U.S. will meet and beat the enemy on the battlefield, but that is not enough, he said. Building better economies, encouraging good government, and assisting governments as they live by the rule of law will help the world shape "an environment that precludes the flourishing of terrorism, much as a healthy body rejects the onslaught of disease."

The United States must harness all elements of national and international power to stop terrorists and stop young people from wanting to join jihadist organizations. "My military advice to our nation's leaders will favor recommendations that integrate and coordinate our efforts with the work of others fighting this war," Pace wrote.

"Through closer coordination within the Department of Defense and interagency (cooperation), we maximize the impact of our military power and build trust, synergy, and momentum."



His second priority is to speed up transformation processes within the military. Changing the old mindset is the most important aspect of this change. He wrote that at its heart, transformation "is a willingness on the part of the individual and the organization to embrace innovation and accept analyzed risk."

His third priority is to strengthen joint-warfighting capability. He said the U.S. military must transition "from an interoperable to an interdependent force." The fights in Afghanistan and Iraq have been more joint than any before, officials said. Still, much more can—and must—be done.

Pace said this move toward jointness does not mean a diminution of the Service cultures. "I want you to bring your Service perspective to the decision process," he wrote. "The strength

U.S. Air Force Gen. Richard B. Myers, center, 15th Chairman of the Joint Chiefs of Staff, congratulates U.S. Marine Corps Gen. Peter Pace, right, on becoming the 16th chairman of the Joint Chiefs of Staff, Sept. 30, 2005, during a ceremony held at Fort Myer, Va. Myers retired after 40 years of service.

DoD photograph by Tech. Sgt. Kevin Gruenwald, USAF.



of this staff, like the strength of the nation, lies in the articulation of multiple views. Individual Service perspectives brought together jointly, foster better solutions, which we then execute in a joint framework.”

His final priority is to improve the quality of life for servicemembers and their families. “Bringing our people home alive and intact is Quality of Life Job No. 1,” he wrote. “The best leadership, the most innovative tactics, the best equipment, and the best force protection are indispensable to this goal.”

AMERICAN FORCES PRESS SERVICE (OCT. 4, 2005) SPECIAL PANEL TO IDENTIFY FIXES FOR DOD'S ACQUISITION WOES

Gerry J. Gilmore

WASHINGTON—The U.S. military’s weapons-development and acquisition programs are broken and need big fixes, a senior Defense Department official said here Oct 3.

Capitol Hill legislators’ and senior Pentagon executives’ concerns about increased weapons costs, lengthy development times, and proper oversight and accounting of taxpayer dollars have prompted the department to conduct a top-to-bottom review of its entire acquisition process, the senior official told reporters at a Pentagon roundtable.

That review, the Defense Acquisition Performance Assessment Project, was directed by acting Deputy Defense Secretary Gordon England in July, the official said. The review’s recommendations are to be presented to Defense Secretary Donald H. Rumsfeld in November.

“I am authorizing an integrated acquisition assessment to consider every aspect of acquisition, including requirements, organization, legal foundations,” England wrote in a June 7 memorandum that outlined his philosophy for the review.

The review project will produce “a recommended acquisition structure and processes with clear alignment of responsibility, authority, and accountability,” England continued in the memo, noting, “Simplicity is desirable,” and “restructuring acquisition is critical and essential.” The U.S. military continues to receive the best equipment in the world, the senior DoD official said. The project seeks to identify and then implement ways to change the present acquisition system to more efficiently man-

age taxpayer dollars and better serve warfighters, he explained.

Retired Air Force Lt. Gen. Ronald T. Kadish, the former director of DoD’s Missile Defense Agency, chairs the DAPA project’s five-member primary panel. The project is also soliciting opinion from acquisition and defense industry experts from inside and outside the government, the official noted.

The official said the results from the project would be rolled into the upcoming Quadrennial Defense Review, which identifies what the military needs to accomplish its missions.

The panel is still collecting data and isn’t ready to announce recommendations, the official said. But, he noted, unlike the Packard Commission study of military acquisition processes that was conducted 20 years ago, many of this panel’s approved recommendations would be implemented.

AIR FORCE PRINT NEWS (OCT. 5, 2005) CAPABILITY ASSESSMENT HELPS AF PREPARE FOR FUTURE

Staff Sgt. C. Todd Lopez, USAF

WASHINGTON—Air Force leaders use a future capabilities assessment to assist in planning for 2025 and beyond.

More than 100 participants from the Air Force’s planning, operations, research, and development communities gathered Oct. 4 in Herndon, Va., to play out scenarios that may threaten the United States in years to come.

Together, those leaders discussed how the Air Force of the future will defend America against threats with the tools it has now. They also discussed what new tools the Air Force will need to fight future threats, said Col. Gail Wojtowicz, division chief for future concepts and transformation of the Air Force plans and programs directorate.

“We are looking at the 2025 time frame and asking what does the Air Force look like 20 years from now,” she said. “In the next 20 years, we don’t know exactly what it is we will be doing, but we know there are some challenges that we will have to focus on fixing.”

This year, those gathered at the assessment focused on two key areas the Air Force believes it can improve: long-



range strike capabilities and persistent intelligence, surveillance, and reconnaissance.

Long-range strike capability is the ability to reach out across the globe and hit a target. That could mean a gravity weapon used by today's aircraft, or it could mean use of a space weapon 25 years from now.

"Long-range strike is the key to everything for us," Wojtowicz said. "We don't do it as well as we'd like, but we do it better than everybody on the globe. If I want to do long-range strike against country X, today it may be a B-2 [Spirit] delivering a gravity weapon. Twenty years from now it may be a space weapon. So I am calling space command, and they are going to go ahead and put hardware on targets. Our challenge is we need to reach across different stovepipes in the Air Force."

Wojtowicz also said long-range strike could mean a computer attack on an enemy's command and control networks, or use of a high-powered microwave for the purpose of disrupting network systems.

Persistent intelligence, surveillance, and reconnaissance is the ability to monitor an enemy 24 hours a day with an unblinking eye. It is a capability the Air Force is going to need in the future and something discussed at the assessment.

"You are going to have to be able to stare in order to find the things we are looking for," Wojtowicz said. "If you can't find where the nuclear weapons are, if you don't have the eyes to do that, there is no way you can affect it later on."

During the assessment, participants were given scenarios to play out that involve finding nuclear weapons inside enemy territory. Persistent ISR may be one capability they discover they will need to locate that weapon.

Today, the Air Force has not fully developed persistent ISR that allows it to look deep inside enemy territory. Unmanned aerial vehicles that fly along a nation's borders cannot peer deep enough inside to see what the Air Force needs to see. In space, orbiting satellites' revisit rate is not enough to provide persistent ISR, and there are places where satellites cannot operate in a geosynchronous orbit.

One solution to providing persistent ISR includes balloons floating in "near space," an area about 18 miles

above the surface. That is significantly higher than where a UAV may fly, but not as high as a satellite.

"Currently what we have is weather balloons," Wojtowicz said. "You have things that look down [with] cameras or we can use them as a communications relay point. Something that high up gives you an incredible amount of range that you can see."

In the past, the future's capability assessment has been called a "war game." Today, it is more of a guided strategic discussion about the Air Force's future capabilities. Participants are challenged with any number of future wartime scenarios and will be called upon to find solutions to those scenarios.

"These are challenges we have to have our senior leaders address today, so we have the tools to affect these things 20 years down the road," Wojtowicz said.

AIR FORCE PRINT NEWS (OCT. 7, 2005) EDWARDS, DARPA EXPLORE NEW C-17 CAPABILITY

Christopher Ball

EDWARDS AIR FORCE BASE, Calif.—Soaring 6,000 feet above the sun-baked California desert, a pair of Edwards aircraft—a C-17 Globemaster III shadowed by a C-12 Huron observer aircraft—carried out an unusual mission with an even more unusual cargo recently.

The rear of the aircraft yawned open, and at the prompt of "five, four, three, two, one, green light," the loadmasters released the restraints and a 65-foot rocket slid out the back of the aircraft beginning its descent to the desert floor.

The rocket drop was a test mission—the first of a series dubbed the Falcon Small Launch Vehicle program. The program is a joint venture between the Defense Advanced Research Projects Agency and the Air Force. It is designed to develop a new method of putting a 1,000-pound payload into low-Earth orbit.

This first test was the successful drop of an inert version of a QuickReach Booster rocket filled with water to increase its weight to 50,000 pounds—about two-thirds the weight of an actual booster.

To compensate for the difference in weight and the center of gravity, the aircraft was put on autopilot at the moment of the release, said Maj. Landon Henderson, a 418th Flight Test Squadron test pilot.



EDWARDS AIR FORCE BASE, Calif.—Crews load a 65-foot mock-up booster rocket onto a C-17 Globemaster III. The rocket will be used to test aerial launch capabilities for rockets.

U.S. Air Force photograph by Brad White.

“Fifty-thousand pounds going out the back is a pretty big change,” he said.

Henderson said this flight was doubly exciting for him. Not only was the mission “fun,” but it was also his final flight here.

The test vehicle is also the longest article ever dropped from a C-17.

Another unique aspect of this mission was the method of getting the test vehicle out of the C-17. In most air-drops, the cargo is strapped to pallets, and the whole package is ejected from the aircraft.

“For this test, a system of rollers was developed to guide the inert rocket out of the aircraft,” said Chris Webber, a 418th FLTS test project engineer. “This was quite an exciting event. It ended up going out very clean ... but there’s always that anticipation of the unknown.”

The Falcon SLV program is ultimately aimed toward affordable space lift. The current price of launching a rocket payload can be \$20 million or more. Completion of the Falcon project should reduce that price tag to less than \$5 million.

Dr. Steve Walker, DARPA’s program manager for the Falcon SLV, said the developing capability will give U.S. forces a huge advantage because of its affordability and flexibility.

The affordability of the system is enhanced by its simplicity, DARPA officials said. Since traditional rockets launch from the ground, a complicated and expensive rocket nozzle must be used to compensate for altitude variation.

“Because the rocket is launched at altitude, it takes advantage of higher performing and extremely simple nozzles, which can be optimized for the higher altitude condition,” Walker said. “Also, propane fuel can be self-pressurized at that altitude, so no turbopumps or pressure feed systems are required to force propellant into the combustion chamber.”

Another advantage to launching a satellite by air is the launch location and time is limitless. Currently, rocket launches are dictated by the location of launch facilities and many other factors including weather. By putting the system on a C-17, there is no limit to geographic location, and the aircraft can fly away from or above the weather.

“The Airlaunch rocket can be flown anywhere in the world in any unmodified C-17,” Walker said. “This capability can be used by other Services, especially the Army, to put tactical intelligence, surveillance, and reconnaissance satellites into low-Earth orbit. These tactical satellites could be used and controlled by combatant commanders, supplying the frontline warfighter with in-orbit ISR capability.”



This first test, dropping a mock-up rocket from 6,000 feet, was designed to test the safety of the release system, program officials said. Future drops will be at increasingly higher altitudes, ultimately testing the drop of a live rocket, which will launch at altitude after leaving the aircraft.

Ball is with the 95th Air Base Wing Public Affairs at Edwards.

AMERICAN FORCES PRESS SERVICE (OCT. 7, 2005) NEW SUPPLY-TRACKING SYSTEM GETS ITEMS TO TROOPS FASTER

Rudi Williams

WASHINGTON—Defense Department officials know they'll save taxpayers money with the new radio frequency identification tracking system. But, because of a lack of experience with RFID technology, experts don't yet know exactly how much money will be saved, a top logistics official said.

Further analysis is needed before officials can give a definitive estimate on the amount of savings they will reap with the system, Alan Estevez, assistant deputy undersecretary of defense for supply-chain integration, said during a recent interview in his office.

"Our most conservative estimate of what the department can save is about \$70 million in a five-year period," he said. "Our most optimistic estimate is about \$1.7 billion."

Estevez pointed out that the greatest savings wouldn't be in dollars. The true savings will come from an increase in military readiness. Ensuring that a multimillion-dollar aircraft isn't sitting idle on an aircraft carrier waiting for a part can produce enormous savings in terms of readiness. Also, a more streamlined system means there are fewer parts in the pipeline and less investment for DoD for the same or greater warfighting capability.

RFID tags are coded with radio waves. An RFID reader or antenna calls out with a radio wave looking for a tag embedded on an object. The tag sends back its RFID identification. The tags can be programmed to receive, store, and transmit such information as serial numbers, place of assembly, or personal information such as health care records.

Traditional bar codes will remain the dominant auto-identification technology in most mainstream applications for the foreseeable future, as that technology is fully

fielded, inexpensive, and provides redundant capability for data capture. But RFID technology is better suited for some applications. Estevez said RFID is especially valuable in "non-line-of-sight applications," such as when information is needed off a specific inventory object from the bottom of a stack and across a loaded warehouse.

"Most people use RFID and don't even think about it," Estevez said. Automatic toll-collection systems that don't require drivers to stop, ID badges that allow entry to a building just by waving them in front of a scanner, and cards that automatically deduct fees for mass-transit systems when they're placed near a reader all use RFID technology.

State transportation departments use the technology to monitor tollbooth traffic. Farmers use it to track cattle. RFID is also used in fuel pumps and convenience stores, airline bag tracking, library systems, and a host of other applications, Estevez said.

In addition to retail stores, Estevez said, major suppliers to DoD such as Lockheed Martin, Boeing, Raytheon, and GE, also use the technology.

Most Americans are familiar with bar codes and their role in inventory control. But scanners can miss bar codes, resulting in material being stuck in limbo. With RFID, the scanner does not need to be close to or physically touching an RFID tag to identify the material. The tag can be read from 15 to 30 feet away.

"If you have a hand-held [RFID] reader, you can find something by just walking around," Estevez said. "So it gives you better inventory accuracy of what you have in your facility. Some facilities have increased their inventory accuracy by upwards of 3 percent, which can be huge for someone not getting the part they're looking for because it's lost in this warehouse."

RFID technology also cuts down on the time it takes to account for material. A forklift driver can pick up a pallet full of tagged items, drive it past an RFID reader, and have a full accounting of what's on the pallet. The system can also be set up to automatically alert suppliers if an item is headed to the wrong destination.

"There's a lot we can do to improve our supply chain," Estevez said. "RFID is one tool to do that. So the work I'm doing is part of the overall program to improve our supply channel. We're doing this to make sure the men



and women, military and civilian, that we've deployed in harm's way get the support they deserve."

On Sept. 28, Estevez received the 2005 National Security Medal in recognition of his implementation of Radio Frequency Identification for use in military logistics (story on page 79).

AMERICAN FORCES PRESS SERVICE (OCT. 12, 2005)

DARPA AUTONOMOUS VEHICLE RACE PROVES WHAT'S POSSIBLE

Donna Miles

WASHINGTON—When five unmanned vehicles crossed the finish line last weekend after a 132-mile race through the Mojave Desert, they signaled more than just a technological breakthrough. "These vehicles haven't just achieved world records, they've made history," said Tony Tether, director of the Defense Advanced Research Projects Agency, as the DARPA Grand Challenge concluded in Primm, Nev. Four of the finishers crossed the finish line Oct. 8 and the fifth, the following day.

The DARPA Grand Challenge was the first race of its kind in which autonomous ground vehicles used nothing but onboard sensors and navigation equipment to steer themselves along the desert course in under 10 hours. And unlike traditional vehicle races that include mostly straights and curves, this race included tunnels, mountain switchbacks, lake beds, and on- and off-road stretches—similar to routes typical military convoys follow.

The race was the second Grand Challenge for DARPA. None of the competitors was successful during the last race (in March 2004), fueling some naysayers' doubts about the suitability of autonomous vehicles for long-range military missions. But following this year's successful race, Tether compared it to the Wright Brothers' first flight in Kitty Hawk, N.C., "proving it could be done."

Similarly, the DARPA Grand Challenge "demonstrated the possible," agency spokeswoman Jan Walker told the American Forces Press Service. Walker said the race demonstrated once and for all that autonomous vehicles are indeed capable of traveling long distances over difficult terrain at high enough speeds to be "tactically relevant."

The breakthrough represents a big step forward for battlefield technology that DARPA officials hope will have long-term benefit for U.S. troops. Five autonomous vehicles successfully completed the DARPA Grand Challenge, led by "Stanley," the Stanford University team's entry that finished the course in 6 hours, 53 minutes and 58 seconds, Walker said. The winning team of faculty and students from Stanford's School of Engineering in Palo Alto, Calif., modified a stock, diesel-powered Volkswagen Touareg sport utility vehicle with full-body skid plates, a reinforced front bumper, and a drive-by-wire system.

For their efforts, the team earned a \$2 million prize, which Tether presented during the closing ceremony. But defense officials call that a small down payment on what they consider the ultimate prize: fewer U.S. deaths on future battlefields.

Two robotic vehicles entered by teams from Carnegie-Mellon University—Red Team's "Sandstorm" and Red Team Too's "H1ghlander"—followed closely behind. The modified Hummers finished the course at 7 hours, 4 minutes, 50 seconds and 7 hours, 14 minutes, respectively. "KAT-5," a vehicle sponsored by Gray Insurance Company in Metairie, La., and named after Hurricane Katrina, completed the course in 7 hours, 30 minutes, 16 seconds.

The first four finishers entered the history books as the first ground vehicle robots to complete such a demanding course in under 10 hours. Stanley averaged 19.1 mph over the course; Sandstorm, 18.6 mph; H1ghlander, 18.2 mph; and KAT-5, 17.5 mph. Another vehicle, the Oshkosh Trucks 16-ton robot "TerraMax," finished the course Oct. 9, exceeding the time limit with an unofficial time of 12 hours, 51 minutes.

Tether called the finishes a major achievement for DARPA, DoD's lead agency for accelerating the development of promising new technologies and turning them over to others to develop viable applications. "The DARPA Grand Challenge is about fresh thinking and new approaches to the tough technical problem of developing a truly autonomous ground vehicle," Tether said. He expressed hope that the results would follow the course of the Wright Brothers' historic flight in Kitty Hawk.

"And just as aviation took off after those achievements, so will the very exciting and promising robotics technologies displayed here today," he predicted following the race. Walker said it's now up to the Services to de-



termine if they'll build on the technology showcased during the race.

Grand Challenge Program Manager Ron Kurjanowicz called the innovations demonstrated by the 23 teams that participated in the competition a testament to the nation's "heritage of ingenuity and resourcefulness."

The 23 finalists were among 195 teams from 36 states and four foreign countries that filed applications to compete. Over the past several months, the teams advanced to the final event by completing a series of rigorous tests that helped gauge their capability to finish the desert course.

"The competing teams have worked many hours to develop their vehicles, and this event demonstrates their vision, creativity, inspiration, and hard work," Tether said.

Unmanned systems are playing an increasingly important role in combat operations. Unmanned aerial vehicles such as the Predator and Global Hawk have carried out reconnaissance and surveillance missions in Iraq, and the Predator has performed precision air strikes. The Defense Department also is stepping up efforts to develop unmanned ground systems that would work together with manned systems to enhance the capabilities of U.S. forces and save lives.

During Operation Iraqi Freedom, for example, combat troops moved quickly toward Baghdad, followed by supplies and material. Protecting the supply lines was critical. In the future, officials said unmanned systems may be able to conduct resupply missions without using humans as drivers, and without requiring troops for protection.

While unmanned vehicle technology is advancing, most current models rely on a person to operate the vehicle remotely. Vehicles that don't require a human operator tend to move very slowly and have difficulty traversing terrain with minimal obstacles.

For unmanned ground vehicles to be truly useful to the military, officials said, they must be able to cross rugged terrain quickly and easily without needing human assistance—something the DARPA Grand Challenge proved possible.



Crowds view competitors before the start of the DARPA Grand Challenge, a race designed to spur innovation in autonomous vehicle design.

Photograph courtesy Defense Advanced Research Projects Agency.

Ultimately, Walker said, the technology showcased during the DARPA Grand Challenge could lead to autonomous vehicles capable of "taking people out of the driver's seat," particularly during dangerous missions.

DEFENSE LOGISTICS AGENCY NEWS RELEASE (OCT. 28, 2005)

TRANSFORMATION ROADMAP TO REVOLUTIONIZE AGENCY BUSINESS

FORT BELVOIR, Va.—The Defense Logistics Agency has provided a "roadmap" for its 13 transformational initiatives, which the agency believes will revolutionize the way the agency conducts business.

"The Transformation Roadmap captures, in a single, easily readable document, all the great things that are going on around the Defense Logistics Agency to change the business model," said Allan Banghart, director of Enterprise Transformation for the agency. The roadmap is provided publicly to allow agency customers and others an overview of each program and the "milestones" established, all the way through full implementation.

In his foreword to the roadmap, Defense Logistics Agency director Vice Adm. Keith Lippert comments, "No single program is transformational by itself. ... Delivery of all of the programs is necessary to lay the foundation from



In the News

which we can achieve the full realization of transformation.”

The roadmap puts the programs into context as they relate to each other: the Defense Logistics Agency Strategic Plan, the Department of Defense Transformation Strategy, and the National Defense Strategy. Additionally, each of the programs has been linked to one or more of the four goals in the agency’s strategic plan.

Beyond its importance in supporting the agency’s strategic plan, it also advances Defense Logistics Agency’s contribution to the larger DoD strategy, including “continuous transformation.” The DoD strategy states that as a department, “we will continually adapt how we approach and confront challenges, conduct business, and work with others.” The roadmap addresses both agency and department objectives to ensure DLA is transforming to meet the challenges of supporting current and future needs of the warfighter. “We are modernizing every part of the business model from the point where we touch the customer, all the way back through the supply chain,” Banghart said. Banghart commended the outstanding work of all Defense Logistics Agency employees who continue to perform in their mission-critical positions and meet agency metrics and standards in the midst of

the transformation and the dramatically increased operational tempo.

The roadmap features the following programs and initiatives that will enable the Defense Logistics Agency to transform to meet tomorrow’s challenges:

- Customer Relationship Management
- Supplier Relationship Management
- Business Systems Modernization
- Business Systems Modernization Energy
- Distribution Planning and Management System
- Integrated Data Environment
- National Inventory Management Strategy
- Global Stock Positioning
- Executive Agent
- Product Data Management Initiative
- Workforce Transformation
- Reutilization Modernization Program
- Base Realignment and Closure.

Defense Logistics Agency provides supply support, and technical and logistics services to the U.S. military services and several federal civilian agencies. Headquartered at Fort Belvoir, Va., the agency is the one source for nearly every consumable item, whether for combat readiness, emergency preparedness, or day-to-day operations. Learn more about the agency at <<http://www.dla.mil/>>.

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