



## Conferences, Workshops & Symposia

AIR MOBILITY COMMAND NEWS SERVICE (NOV. 2, 2005)

### TRANSPORTATION COMMAND EVOLVES AS DISTRIBUTION LEADER

1st Lt. Ed Gulick, USAF

**N**ASHVILLE, Tenn.—Change, not only in the delineation of command responsibility between Air Mobility Command and U.S. Transportation Command, but also in the way U.S. Transportation Command projects military power, was the theme of the opening address at the 37th Annual Airlift/Tanker Association Conference Oct. 28.

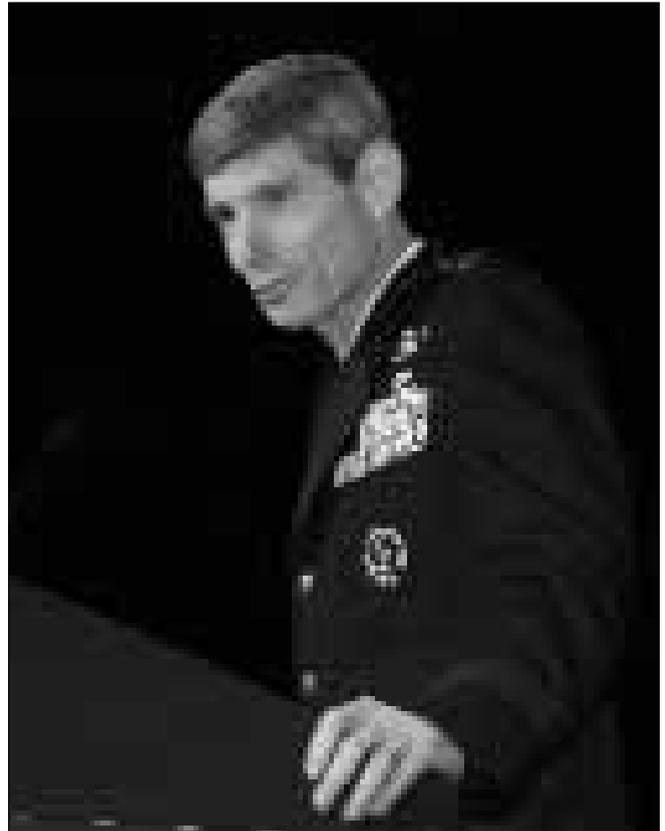
U.S. Air Force Gen. Norton Schwartz, U.S. Transportation commander, kicked off the conference with praise for the Air Mobility Command warfighter in a very challenging and demanding time, and then outlined recent and upcoming changes and challenges for his command. “We’re changing the way we do business,” he said of U.S. Transportation Command. Not because we can, but because we must be as adaptive and agile as we have ever been at any time in our history,” Schwartz said.

“We’ll change mindsets, perspectives, command structures, the mix of assets, whatever it takes. We have been trusted with the authority to lead, to transform, and [we have] an awesome responsibility of serving the combatant commanders who will win this war.”

Among the most recent changes is the separation of command of Air Mobility Command and U.S. Transportation Command, which Schwartz sees as a good thing for both commands.

“The Air Force and the joint commands must have full-time leaders working their respective portfolios,” said the general. “A large part of the logic is to provide the 80,000-plus Air Force members of Air Mobility Command with a four-star advocate not tied to joint considerations and workload.”

A large portion of the separation is because of the growth and maturity U.S. Transportation Command has made in becoming the defense supply chain manager that the Secretary of Defense had envisioned for the command. That supply chain is an end-to-end process orchestrated by the command that is developing now and is the future of the distribution process, he said.



U.S. Air Force Gen. Norton Schwartz, commander of U.S. Transportation Command, addresses the audience during the 37th Annual Airlift/Tanker Association Conference at Nashville, Tenn., Oct. 28, 2005.

U.S. Air Force photograph.

“The future is all about forward-leaning joint warfare, doing things smarter,” Schwartz said, noting that the Air Force has pioneered that idea.

Exercise “Bright Star” in Egypt is an excellent example of the Air Force showing the way ahead. The exercise involved the Army, Navy and Air Force, he continued.

“For the Air Force, an 18th Air Force Contingency Response Group, the 818th Contingency Response Group at McGuire Air Force Base, N.J., opened a deployment and distribution pipeline in a theater operation. Jointly, the Services opened an airfield, established in-transit visibility of passengers and cargo, and performed initial personnel and cargo movements.”



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The exercise uncovered a better way of executing joint cargo and personnel movement, he said.

"It proved that we could eliminate lags between initial occupation of a port and subsequent support phases," Schwartz said. "It proved operational advantages we can offer a combatant commander by placing experts and tools in his command, not leaving him a phone number to call for help."

That concept is now a reality for Joint Deployment Distribution Operation Centers.

When looking at recapitalization, Schwartz said he sees a need for a new analysis that will "underwrite a wise and well-reasoned position for recapitalization"; a study that will define the right mix of commercial and military airlift and will not always present airlift as the only answer.

In closing his speech, Schwartz made it clear that he trusts U.S. Transportation Command and those who support it.

"With your continuing dedication, vision, and hard work, I have absolutely no doubt that you and I and those who will follow us will continue filling that very profound obligation as we face the future, not as individual Services, but as joint warfighters," Schwartz said.

*Gulick is with Air Mobility Command Public Affairs.*

### AIR FORCE SPACE COMMAND NEWS SERVICE (NOV. 30, 2005) SYMPOSIUM KEYS ON SPACE SUPPORT

*Joe Davidson*

**L**OS ANGELES AIR FORCE BASE, Calif. (AFPN)—The theme for this year's Air Force Association National Symposium was "Space—Enabling the Warfighter."

With this in mind, Space and Missile Systems Center commander Lt. Gen. Michael Hamel and other Air Force leaders, and industry partners met in Beverly Hills, Calif., on Nov. 18 to discuss their roles in this vital effort.

The discussions were held to re-affirm their commitment to support the warfighter in the global war on terrorism, support others stationed around the world, and to support members of the military assisting in the relief efforts in the aftermath of hurricanes Katrina and Rita.

Hamel spoke about the early days of SMC, when its engineers, many of whom were World War II veterans, realized the importance of their talents in helping to produce the first-generation intercontinental ballistic missiles. The survival of the nation against the threat of the Soviet Union was the priority then.

A string of vital capabilities, such as Thor, Atlas, Delta, Titan, Discoverer, and the Defense Satellite Communications System, were developed within the first 10 years of the Western Development Division that helped to lay the foundations of every aspect of operational space capability known today.

Gen. Lance W. Lord, Air Force Space Command commander, touched on the theme of this year's symposium and began his comments by posing an argument to the audience.

"I would argue that we're not just enabling the warfighter, we're at war in space," Lord said. "We're at war in space because we are supporting and winning the global war on terrorism and as a result we've got to protect and defend the [satellite] constellations and the kinds of capabilities we put forth in space. We have to think in those terms."

Gen. Lance Smith, commander of U.S. Joint Forces Command and former deputy commander of U.S. Central Command, understands space by seeing what is going on in day-to-day life in Baghdad. "You space guys are providing us with our lifeline," Smith said. "We use it and take it for granted; but if we ever lost it, people would die."

During a panel discussion on the space systems acquisition process, Hamel said there were problems in the space acquisition process that were based on misplaced hope and the formerly held concept that delivery of space systems was based on a "faster, cheaper, and better techniques" philosophy. He said strategies such as these in the space acquisition business were very unforgiving.

Hamel stressed the importance of concentrating on people as well as processes and partnerships.

"We continue to get a lot of very, very bright young men and women that come in through our officer and enlisted ranks, and we're revitalizing the training we give those bright young folks to make sure they understand not simply the terminology or the time, but also the art of technical program management," Hamel said.



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"We're going to make sure that everyone starts once again by assuming accountability all the way ... to the individual projects engineers."

Under Secretary of the Air Force Dr. Ronald Sega spoke of the need to get back to basics for space acquisition. His comments included discussion of developing people, horizontally integrating within the space community, and managing space as an enterprise with a combined acquisition strategy.

*Davidson is with Space and Missile Systems Center Public Affairs.*

### U.S. TRANSPORTATION COMMAND (DEC. 2, 2005)

#### ADMIRAL LIPPERT: DLA CHANGES WILL TAKE TEAM EFFORT

*Sean Smith*

**W**ASHINGTON (AFPN)—Defense Logistics Agency Director Vice Adm. Keith Lippert said the agency's transformation will be take a team effort.

The admiral spoke of the change and other topics to more than 600 people Nov. 29 at the annual North American Defense Logistics Conference in Washington.

"The transformation is not going to be done by DLA itself," he said. "The military services and U.S. Transportation Command are big partners in this.

"Together, we can make this system better and better by providing reliable, cost-efficient, and high-quality materiel, services, and information support through end-to-end supply chain integration," he said. "And we're doing it."

He went on to talk about three of the 13 major transformation initiatives that by themselves "are returning \$3 billion to the Services through reduced operating costs and greater efficiencies."

The three initiatives included business systems modernization, base realignment and closure, and the integrated data environment.

Lippert said replacing the old BSM system is long overdue.

"It was written in the '60s, implemented in the '70s, and should have been retired in the '80s," he said.

The vintage systems will be replaced by a single commercial system. As a result, cycle times will be reduced dramatically, and there will be significant savings in inventory and personnel. For DLA employees, BSM will provide training and opportunities to succeed in a new environment. The new system is expected to be fully operational by September.

BSM is a key enabler for achieving the goals of the agencies' strategic plan, Department of Defense Logistics Strategic Plan, and Joint Vision 2020.

The admiral also talked about three BRAC recommendations that will result in transformational change to the agency. All depot-level repairable procurement, as well as the vast majority of consumable hardware items not currently managed by DLA, will transition to the agency.

Additionally, management of repair depot supply operations will transition to DLA. Tires, compressed gases, and pre-packaged petroleum products will transition to direct vendor delivery.

Integrated data environment was the final transformation initiative about which the admiral spoke.

"IDE will provide supply chain information technology linkages and single point of system access for DLA's internal processes, DoD-wide log data exchange interoperability, and total asset visibility," he said. "It will also assure access to supply chain management data, centrally managed metadata, authoritative data sources, and DoD logistics business rules."

In addition to the transformation initiatives, Lippert addressed DLA's growing role in natural disaster relief and noted several performance trends that highlight the agency's successes.

"In the three days after Hurricane Katrina hit, we were told it was now our problem," he said. "Over the next days and weeks we supplied \$305 million of relief to our people on the Gulf Coast."

In total, DLA supplied the Federal Emergency Management Agency with more than 25 million military rations, 2.2 million units of bottled water, 50,000 cots, 60,000 blankets, 4.5 million gallons of fuel, and many other supplies to support relief efforts.

The admiral also mentioned some significant performance achievements. These included a record low for



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back orders, the lowest cost-recovery rate in agency history, and a 90 percent customer satisfaction rate.

DLA logistics operations director Maj. Gen. Bennie Williams said the agency is providing expeditionary support and transforming logistics through innovative excellence.

The general emphasized that the root of DLA's transformation is in "giving the warfighters what they need."

Williams discussed several agency transformational initiatives including BSM, supplier relationship management, National Inventory Management Strategy, and the Distribution Planning and Management System. By implementing these programs, he said the agency will further evolve into a "customer-focused enterprise, based on best practices and (information technology) tools."

During their presentations, both leaders addressed DLA's efforts associated with the conference's theme: "Marching Toward Seamless Support of Our Warfighter."

An awards ceremony was held in conjunction with the event. Two Defense Supply Center Philadelphia employees were selected as finalists for an award entitled "Beyond The Call Of Duty: Logician of the Year."

Gary Shifton, chief of supplier operations for the Europe and Middle East Team, and Debbie Sinno, customer account specialist for the subsistence supply chain, were nominated.

*Smith is with Defense Logistics Agency Public Affairs.*

### AIR FORCE SPACE COMMAND PUBLIC AFFAIRS (DEC. 15, 2005) FORUM TO HELP IMPROVE COMMUNICATION FOR ACQUISITION

*Tech. Sgt. Kate Rust, USAF*

**P**ETERSON AIR FORCE BASE, Colo.—Air Force Space Command members met with industry representatives at Peterson Dec. 12 in a forum dedicated to clearing away communication obstacles to the acquisition process.

"There was a similar event in October put together by the National Defense Industrial Association," said Lt. Col. Renee Richardson, chief, policy and clearance branch for Headquarters Air Force Space Command's contracting division, and organizer for the event. "This forum is

more focused on space command acquisitions and improving industry and government communication so that we can get the warfighter what the warfighter needs."

In a tight budgetary climate where processes must run smoothly, it is vital that the government understands the demands placed on industry and industry understands the demands placed on the government, said Richardson.

"This will hopefully make the dialogue more meaningful so that we can get what we need faster and cheaper," she said.

Historically, the primary obstacle to communication has been a misunderstanding of the rules that either party has to adhere to within the acquisition process.

Those rules and processes have changed. It used to be a "push system" where the government pushed out its request for proposals and the industry responded.

Now industry and the government are working together to develop the requests. To ease this process, first they have to speak the same language.

In break-out session recaps briefed to Gen. Lance W. Lord, Air Force Space Command commander, groups revealed that the education on acquisition ethics must be further refined; that industry needs a process to mitigate the effects of the military's high turnover of personnel; and a system for defining qualitative and quantitative indicators should be developed.

It can be difficult, though, to quantify desired outcomes on critical Air Force Space Command contracts that require analysis, or brainpower.

"These efforts include support services contracts, for instance the contractors who work as part of the headquarters team," said Richardson. "That's part of the process we are looking at improving."

"Whether or not you're satisfied with that kind of service is primarily after-the-fact," said Lord. "We need to figure out how to translate this for the contract writers."

There are no simple answers for the way ahead. "You've given us about eight months of work," Lord amiably told the briefers.



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In his final comments, the general thanked the members of the forum for shedding some light on the issues and promised to work toward making the system better.

*Rust is with Air Force Space Command Public Affairs.*

### 22ND ANNUAL TEST AND EVALUATION CONFERENCE

**T**he 22nd Annual Test and Evaluation Conference will take place March 6–9, 2006, in Jacksonville, Fla. This national conference will address the issues regarding modeling and simulation (M&S) in the context of test and evaluation (T&E); outline what is at stake; present a synopsis of current policies regarding M&S, including the interplay between T&E and M&S; and include presentations from knowledgeable leaders from the T&E and M&S worlds to present and discuss how to make these two worlds work more effectively together in support of the nation's defense, both at home and abroad.

#### Who Should Attend?

The annual Test and Evaluation Conference is invaluable to those tasked with directing and executing system development programs for the Department for Defense, Department of Homeland Security, Department of Energy, and other government departments tasked with various elements of our nation's security. Test planners, M&S users and developers, range operators, program managers, military personnel charged with system acquisition responsibilities, industrial professionals, and others under contract with the government to provide support to our nation's defenses will also benefit from this national conference. Register for the conference at <http://register.ndia.org/interview/register.ndia?#January2006>.

### CHEMICAL BIOLOGICAL INDIVIDUAL PROTECTION CONFERENCE & EXHIBITION

**T**he Chemical, Biological Individual Protection Conference & Exhibition will be held March 7–9, 2006, at the Charleston Area Convention Center in Charleston, S.C. Registration information will be posted as soon as it becomes available at <http://register.ndia.org/interview/register.ndia?#May2006>.

### JOINT SERVICES ENVIRONMENTAL MANAGEMENT CONFERENCE

**T**he 2006 Joint Services Environmental Management Conference and Exposition will be held March 20–23, 2006, at the Colorado Convention Center in Denver, Colo.

The theme of 2006 JSEM is "Transformation," highlighting the many new and innovative ways the Department of Defense, other federal agencies, states, and the defense industry are transforming how they are managing and protecting the environment. This is a time of significant change within the Department, as it embarks on major transformation initiatives such as comprehensive asset management, global basing, Base Realignment and Closure, and the Business Management Modernization Program. The 2006 JSEM Conference will focus on these efforts to transform business operations to achieve improved warfighter support while enabling financial accountability.

The 2006 JSEM Conference will address a wide range of perspectives, including policy, implementation, best management practices, data management, and technology.

The 2006 JSEM Conference and Exhibition will be held in conjunction with the GeoSpatial Technologies Symposium and Exposition, creating an excellent opportunity to highlight the use of GeoSpatial tools to meet Environmental Management needs.

This conference has become the most significant event for environmental policy makers, practitioners and professionals. Register for the conference at <http://register.ndia.org/interview/register.ndia?#March2006>.

### GUNS AND MISSILE SYSTEMS CONFERENCE AND EXHIBITION

**T**he 41st Annual Armament Systems: Gun and Missile Systems Conference will be held March 27–30, 2006, at the Sacramento Convention Center in Sacramento, Calif. This year's theme will be "Enhancing Our Capability and Evolving for Tomorrow," and will present topics that demonstrate how our nation's current gun, munition, and missile system technologies can be adapted and evolved to meet tomorrow's missions and operations. Register for the conference at <http://register.ndia.org/interview/register.ndia?#May2006>.



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### NATIONAL CONTRACT MANAGEMENT ASSOCIATION (NCMA) WORLD CONGRESS 2006

**T**he NCMA World Congress 2006 will be held April 10–12, 2006, at the Hyatt Regency, Atlanta, Ga. This year's theme will be *Achieving High Performance in Global Business: Leadership, Outsourcing, and Risk Management*. At World Congress 2006 you'll discover networking opportunities; career fair (bring your résumés); exhibit hall with vendor demonstrations; and over 120 concurrent track sessions, including Executive Leadership, e-Business, Contract Law, Commercial Contracting, and Knowledge Management. Register for the NCMA World Congress 2006 at <http://www.ncmahq.org/meetings/WC06/registration.asp>.

### 22ND ANNUAL NATIONAL LOGISTICS CONFERENCE AND EXHIBITION

**T**he 22nd Annual National Logistics Conference and Exhibition will be held April 17–21, 2006, at the Hyatt Regency Miami at Miami Convention Center, Miami, Fla. Share insights with senior DoD leadership, top industry executives, project directors and program managers, information technology providers and developers, government policy makers and regulators, defense contractors and design professionals, third party logistics providers, and equipment suppliers and manufacturers. Scheduled sessions will include Quadrennial Defense Review 2006 and Logistics Transformation, Net Centric Warfare—Role of Logistics, Logistics Research, Development and Systems Support Technologies, Achieving Supply Chain Asset Visibility and Accountability—RFID and UID, Military Service Logistics Leadership Fireside Chat, and Joint Logistics Leadership Fireside Chat. Register online at <http://register.ndia.org/interview/register.ndia?#May2006>.

### DEFENSE ACQUISITION UNIVERSITY ALUMNI ASSOCIATION ACQUISITION COMMUNITY CONFERENCE/SYMPOSIUM 2006

**M**ark your calendar and plan now to attend the April 18, 2006, DAUAA Acquisition Community Conference/Symposium, which will cover Quadrennial Defense Review (QDR) impact on DoD and the defense industry. Seating will be limited at this exciting event, so reserve your spot by registering at <http://www.dauaa.org> or calling 1-800-755-8805. Watch the association Web site for future announcements.

### 7TH ANNUAL NDIA SCIENCE & ENGINEERING TECHNOLOGY CONFERENCE/DOD TECH EXPO

**T**he 7th Annual National Defense Industrial Association (NDIA) Science and Engineering Technology Conference/DoD Tech Expo will be held April 18–20, 2006, at the Buena Vista Palace, Lake Buena Vista, Fla. Registration information will be posted as soon as it becomes available at <http://register.ndia.org/interview/register.ndia?#May2006>.

### INTERNATIONAL TRAINING AND EDUCATION CONFERENCE—ITEC 2006

**T**he International Training and Education Conference, ITEC 2006—now in its 17th year—will be held May 16–18, 2006, at ExCel London, the international exhibition and conference centre. ITEC is Europe's only conference and exhibition dedicated to defense training, education, and simulation exhibition of equipment and services. Participants will find that ITEC 2006 is *the* meeting place to network with international military and defense training experts. Register online at <https://www.itec.co.uk/page.cfm>Action=PreReg/PreRegID=9/t=m>.

### DOD PROCUREMENT CONFERENCE

**P**lan ahead for the 2006 DoD Procurement Conference May 23–26, 2006, in Orlando, Fla. Watch for details of the conference at <http://www.acq.osd.mil/dpap/about/conferences.htm>.

### TOTAL LIFE CYCLE SYSTEMS MANAGEMENT CONFERENCE

**T**he Total Life Cycle Systems Management (TLSCM) Conference will be held July 10–12, 2006, at the Charlotte Convention Center in Charlotte, N.C. The conference will emphasize DoD Diminishing Manufacturing Sources and Material Shortages (DMSMS) and will be a follow on to the DMSMS meetings. Registration information will be posted as soon as it becomes available at <http://register.ndia.org/interview/register.ndia?#May2006>.

### ANNUAL SYSTEMS ENGINEERING CONFERENCE

**T**he 9th Annual Systems Engineering Conference will be held Oct. 23–27, 2006, at the Hyatt Islandia in San Diego, Calif. Registration information will be posted as soon as it becomes available at <http://register.ndia.org/interview/register.ndia?#May2006>.