



Acquisition & Logistics Excellence

DEPARTMENT OF DEFENSE NEWS RELEASE (NOV. 2, 2006) ANNUAL MAINTENANCE AWARDS ANNOUNCED

The Department of Defense has named the winners of the Secretary of Defense Maintenance Awards. Each year the Secretary of Defense recognizes excellence in both field- and depot-level maintenance by presenting eight awards, including the Phoenix and the Robert T. Mason trophy.

The Secretary of Defense Field-level Maintenance Awards honor military maintenance organizations for outstanding performance. The awardees—two from each category of small, medium, and large organizations are chosen from active and Reserve organizations that perform unit- or field-level maintenance. One of those organizations is singled out as the best of the best and receives the Phoenix Trophy.

The Robert T. Mason Trophy, the Secretary of Defense Maintenance Award for depot-level maintenance, is made to one program at a major organic depot-level maintenance facility that exemplifies responsive and effective depot-level support to operating units. It is named after former Assistant Deputy Secretary of Defense for Maintenance Policy, Programs, and Resources Robert T. Mason, who served as a champion for excellence in organic depot maintenance operations during three decades of government service.

The 2006 winner of the Phoenix Award for field-level maintenance is the **3D Materiel Readiness Battalion, III Marine Expeditionary Force, U. S. Marine Corps**. This Okinawa-based battalion serves as a one-stop shopping center for virtually all the maintenance and supply needs of the III Marine Expeditionary Force, which in fiscal year 2005 had units deployed in support of Operation Iraqi Freedom, Operation Enduring Freedom, and various training exercises and humanitarian relief efforts. Despite the challenges of having its personnel supporting so many diverse missions, the battalion completed more than 13,500 intermediate repair orders in an average repair cycle time of 27.8 days, resulting in III MEF having an overall ground combat equipment readiness of more than 95 percent. These accomplishments continue to cement the battalion's reputation of logistics excellence and make it a worthy recipient of the 2006 Secretary of

Defense Phoenix Award for outstanding field-level maintenance.

Other field-level maintenance organizations receiving Secretary of Defense Maintenance Awards: Helicopter Antisubmarine Squadron Light 47, Helicopter Maritime Strike Wing, Navy, and 303d Intelligence Squadron, Air Combat Command, Air Force, in the small category; 297th Transportation Company, 2nd Chemical Battalion, Army, and 437th Maintenance Squadron/315th Maintenance Squadron (Reserve), Air Mobility Command, Air Force, in the medium category; and 3rd Maintenance Group, 3rd Wing, Air Force, in the large category.

The 2006 winner of the Robert T. Mason Trophy for depot maintenance excellence in support of DoD operating units is the **High Mobility Multipurpose Wheeled Vehicle (HMMVW) Recapitalization Program at Red River Army Depot, Texas**. Through this program, the Red River Army Depot restored nearly 2,800 primarily battle-damaged Humvees to a like-new condition, exceeding planned output by 33 percent, while reducing average defects by 46 percent, shortening cycle time by 45 percent, and lowering the average cost by 42 percent. Its planned workload for fiscal year 2006 consists of another 3,500 Humvees, a 26 percent increase over the fiscal year 2005 workload. This outstanding performance has contributed significantly to meeting the equipment needs of our warfighters, and clearly warrants selection for the 2006 Robert T. Mason Trophy for Depot Maintenance Excellence.

The awards were presented to the winners at the Secretary of Defense Maintenance Awards banquet during the 2006 DoD Maintenance Symposium and Exhibition in Reno, Nevada.

AIR FORCE PRINT NEWS (NOV. 3, 2006) AIRMEN RECEIVE TROPHIES FOR MAINTENANCE EXCELLENCE

WASHINGTON (AFPN) -- Two airmen earned trophies and praise here for their abilities to keep Air Force aircraft flying and munitions ready for the mission.

Master Sgt. Timothy Kellner, 31st Aircraft Maintenance Squadron, Aviano Air Base, Italy, and **Capt. Abigail Ruscetta**, 16th AMXS, Hurlburt Field, Fla., were honored with the 2006 General Lew Allen Jr. Trophy, presented at



the Pentagon by Vice Chief of Staff of the Air Force Gen. John D.W. Corley.

“We have enormously complex systems in the air and on the ground, and it takes exquisite leadership and supervision to be able to take those extremely complex systems and get them airborne, to generate the sorties for combat purposes,” Corley said. “These two people have demonstrated they do it better than does anyone.”

The General Lew Allen Jr. trophy is awarded annually to base-level officers and senior NCOs in aircraft, munitions, or missile maintenance directly involved in sortie generation.

Ruscetta was chosen because of her expert leadership, which led to the generation of more than 6,500 flying hours for fiscal 2006. Her unit was the only fixed-wing unit to exceed the wing’s flying hour program by more than 500 hours.

Her direct involvement also was key in generating 235 Operation Enduring Freedom combat sorties, which included 730 flying hours and a 97 percent mission-effectiveness rate. Those sorties resulted in 108 enemies killed in action, 50 enemies captured, 704 troops and 128 vehicles escorted, 209 troops moved, and 1.4 million leaflets dropped.

Ruscetta credited members of her unit for her receipt of the honor.

“I’m honored to receive this award,” she said. “But it really represents much more than me. It represents the entire Air Force team behind me. The men and women of the 16th Special Operations Wing and the 16th Maintenance Group are absolutely phenomenal.”

Kellner was recognized for the support he provided while on deployment to Balad Air Base, Iraq. There, he directly affected the generation of 1,291 combat sorties and 5,622 flying hours supporting operations Restore Rights, Saratoga, and Steel Curtain.

His contributions to aircraft maintenance led to the destruction of 38 weapons caches and improvised explosive devices, which ensured the security of an Iraqi election poll site and resulted in the death of a senior al Qaeda facilitator. His maintenance and planning efforts also contributed to the 31st AMXS being selected for the United States Air Forces in Europe’s Maintenance Effectiveness Award for 2005.

“I really owe this to all the men and women, the young airmen and noncommissioned officers, of the 31st AMXS, for their hard work and dedication. That’s what made this possible,” Kellner said.

AIR FORCE PRINT NEWS (NOV. 8, 2006) FORMER TECHNICAL DIRECTOR FOR C-17 EARNS DOD AWARD

JoAnne Ruple

WRIGHT-PATTERSON AIR FORCE BASE, Ohio —The former technical director for the Aeronautical Systems Center’s C-17 Globemaster III program has won a Department of Defense Distinguished Civilian Service Award for 2006.

Lawrence Fielding is one of eight this year to win the award, which recognizes exceptional achievements that benefited the entire department. It is the highest honor given by the secretary of defense to career civilians. Fielding, who retired in August, received the award Nov. 9 at a Pentagon ceremony.

Fielding’s selection culminates a distinguished, 35-year career, all of it served at ASC and Wright-Patterson AFB. Among his contributions was the establishment of standards and policies that improved the Air Force’s ability to conduct airlift operations and be more interoperable; numerous firsts for C-17 Globemaster III development, production and modernization; and improvements to a variety of aircraft, including three patents for improvements to aircraft subsystems.

Citations for Fielding’s DoD nomination and other awards highlight his engineering achievements on numerous aircraft and subsystems, everything from parachutes, arresting systems and aerial delivery systems to the F-16 Fighting Falcon, C-5 Galaxy, KC-135 Stratotanker, HH-60 Pave Hawk, MC-130 Combat Talon, and the C-17. He also provided contract proposal guidance for some of those same aircraft, as well as the C-5 space module modification, Air Force One, the AC-130U Gunship, and others.

His work with the C-17 was what prompted his supervisor, Air Force Col. Ed Stanhouse, commander of the 516th Aeronautical Systems Group, to nominate Fielding.

Fielding was the driving force behind the creation and systematic development of the ASC-benchmarked C-17 technology roadmap process, the colonel said. Fielding’s



Lawrence Fielding, former technical director for the Aeronautical Systems Center's C-17 Globemaster III program at Wright-Patterson Air Force Base, Ohio, has won a Department of Defense Distinguished Civilian Service Award for 2006. U.S. Air Force photograph

When I first came on board, I had heard about all the great things the Air Force did at what was then Aeronautical Systems Division.

"I decided early on that I was going to get an engineering degree and work at Wright-Patterson AFB," said Fielding. "I wanted to work on airplanes and be a chief engineer. And I made it! Which just goes to prove rewards like good jobs and promotions are indeed given to those who work hard, have ambition, and show initiative."

Rumple is with Aeronautical Systems Center Public Affairs.

THE OFFICE OF FEDERAL PROCUREMENT POLICY AND THE CHIEF ACQUISITION OFFICERS COUNCIL ANNOUNCE THE CHIEF ACQUISITION OFFICER COUNCIL (CAOC) ACQUISITION MANAGEMENT AWARD 2006

Paul Denett, administrator of the Office of Federal Procurement Policy (OFPP) presented the Chief Acquisition Officer's Council (CAOC) Acquisition Management Award 2006 for excellence in acquisition workforce management on Nov. 9, 2006.

The CAOC Acquisition Management Award was established to recognize outstanding achievement by federal agencies in various acquisition-related initiatives. This year's nominees were teams that have demonstrated outstanding support of their organization's acquisition workforce—including contracting, program management, project management, and property management—resulting in improved mission delivery.

These teams recognize the importance of the organization's acquisition workforce and establish training, development, and/or workforce management programs that provide the workforce with the necessary skills and competencies to support the organization's short- and long-term needs.

The 2006 award was conferred jointly on two teams from the Department of Homeland Security, Transportation Security Administration—the Office of Acquisition's (OA) Acquisition and Program Management Support Division and the OA's Office of the Chief of Staff.

TSA's Acquisition and Program Management Support Division built a framework of certification and training, and implemented program management support tools such as the TSA Acquisition Program Status Report system, an executive-level tool to monitor key program metrics

efforts allowed the combatant commander 100 percent fleet availability while maintaining an amazing 86 percent global mission-capable rate during Operation Iraqi Freedom. This accomplishment directly resulted in the C-17 providing an impressive 98 percent of Operation Enduring Freedom's airlift, consisting of 5,600 short tons of cargo and 2.5 million humanitarian daily rations over 198 missions.

Additionally, Fielding was one of the initial technical leaders responsible for successful implementation of much of the engineering work that went into making the C-17 the first acquisition program to successfully use the total system performance responsibility concept.

Thinking back over his career, Fielding had two comments.

"ASC's workforce should be extremely proud of its accomplishments," he said. "Even with all the manpower reductions in recent years, we've used ingenuity and a whole host of acquisition initiatives, as well as the close partnership we've developed with aerospace industry, to produce tremendous weapon systems, most notably the C-17.

"Also," he said, "I think it's important for folks to realize that you can accomplish your goals and dreams at ASC.



such as program manager certification. In addition, the OA's Office of the Chief of Staff developed a program known as "Fellows—Next Generation" to recruit entry-level contract specialists and provide them with intensive training in the basics of contracting.

Additional information on the award recipients and nominees will be featured in the next edition of *FAInsight* at www.fai.gov/index.asp.

GSA PRESENTS THE 2006 IDA M. USTAD AWARD FOR EXCELLENCE IN ACQUISITION

Bev Cromer

The General Services Administration is pleased to announce that the recipient of this year's Ida M. Ustad Award for Excellence in Acquisition is Barbara Gerace, contracting officer, U.S. Army Research, Development, and Engineering Command Acquisition Center, White Sands Missile Range, N.M.

Gerace was instrumental in awarding a production contract to produce the improvised explosive device countermeasure system to provide support to our U.S. forces. Radio-controlled improvised explosive devices (RCIEDs) are the enemy's weapon of choice in the global war on terror. Over the last year, the use of these weapons in Southwest Asia has soared to as many as 30 a day. Their increasing use has confirmed the urgent need to develop and deploy suitable countermeasures.

The U.S. Army Research Laboratory (ARL) Survivability/Lethality Analysis Directorate, in conjunction with a contract to New Mexico State University, a minority institution, designed and developed the improvised explosive device countermeasure system (ICE) to satisfy the urgent need to have RCIED countermeasures provided to U.S. forces.

Gerace and her team reviewed 10 large and small businesses. The firms had to demonstrate they could manufacture these units and meet compressed time schedules for proposal, award, production, and delivery.

Gerace led a team of contracting and technical experts from the army research laboratory to award a production contract to produce the units. They went from concept to initial fielding of the systems in just five months. Her strategy was to proceed quickly from design and development to production by utilizing existing electronic warfare support contracts, government engineering, and extensive military input.

As a result of this acquisition strategy, the government owns the design and components of the ICE system, and all projected options are commercial off-the-shelf items. That adds up to a great value for the government and taxpayers in the production phase, and critical protection for our troops in harm's way.

Gerace was selected from 10 finalists for the award. The Ida Ustad Award is given annually in the memory of GSA's former senior procurement executive who was well known for her commitment to public service and the federal acquisition community.

Cromer is with Office of the Chief Acquisition Officer, GSA.

AIR MOBILITY COMMAND PUBLIC AFFAIRS (NOV. 9, 2006) AMC REDUCES COSTS THROUGH FUEL EFFICIENCY

SCOTT AIR FORCE BASE, Ill.—Energy costs are a significant part of the Defense Department operating budget, and Air Mobility Command uses 54 percent of the U.S. military's consumption of aviation fuel.

Not surprisingly, efficient use of this resource has always been an AMC goal, and while fuel costs remain high, command officials are exploring new ways of wresting maximum value from every tax dollar without undermining operational effectiveness.

"[Aviation fuel efficiency] is not a new AMC initiative, but through the use of new technology, the introduction of improved software and changes in procedures we're able to continually refine the processes that support the flying mission," said Royal Air Force Wing Commander Martin Walsh, deputy chief of the AMC Standardization and Evaluation Division.

"One significant aspect of the initiative involves moving training out of the aircraft and into the simulator, which saves money, fuel, and wear and tear on AMC aircraft," said Walsh.

Over the last decade, AMC has invested \$1.4 billion to purchase additional simulators and upgrade existing ones. By training in simulators instead of aircraft, AMC estimates aircraft flight hours will be reduced by more than 270,000 hours over the next 6.5 years. This will inevitably save \$2.3 billion in aircraft fuel, airframe use, wear and tear, and aircraft maintenance.



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“Simulators more than pay for themselves by helping to reduce operating costs,” said Air Force Lt. Col. Stephen Collins, chief, Combat Airlift Branch, AMC Standardization and Evaluation.

Modern simulators are equipped with enhanced visual systems that are so realistic that challenging tactical maneuvers can be practiced safely and effectively. Other refinements allow simulators on different Air Force bases to be connected and “fly” together on the same mission, rehearsing complex wartime activities and subsequently debriefing the lessons learned both safely and cost effectively.

In search of ways to help improve AMC’s efficient use of fuel, representatives of the command visited American Airlines to observe the best practices adopted by the commercial aviation industry. As a result, AMC is placing an even greater emphasis on monitoring aircraft fuel usage.

By using the on-board Aircraft Communication Addressing and Reporting Systems (ACARS), a satellite will automatically feed back information from mobility aircraft anywhere in the world to the Tanker Airlift Control Center (TACC) at Scott Air Force Base, Ill., said Air Force Lt. Col. Mark Krusac, AMC’s flight manager evaluator. “With this data, the flight managers will be able to refine mission flight plans and better match the fuel carried to the specific needs of the mission.”

“We are trying to look at the feedback loop between flight plans that the flight manager produces and what actually takes place on the airplane when the mission is flown. ACARS automatically reports the fuel status so we can compare the actual fuel consumption with the fuel plan anticipated by the flight manager prior to the mission,” said Collins.

“The beauty of ACARS is that it’s automatic. The crew can operate the aircraft and continue their in-flight routines as if ACARS wasn’t there. AMC can then verify the flight plan, identify any inefficiencies, and make corrections to the computer model so that the aircrew always has the most accurate product possible,” said Walsh.

AMC’s ultimate objective is to have the TACC produce flight plans that accurately cater to all variables, said Walsh. Additionally, this will help the aircrew have total confidence every time they fly.

Another aspect of the fuel efficiency initiative included a review of maximum landing weight for the KC-135 Stratotanker.

“For the first 50 years of its life, the KC-135’s maximum authorized landing weight was 200,000 pounds. After a thorough structural analysis, it was determined that the KC-135 could easily cope with landing at 220,000 pounds,” said Walsh.

“Now tankers finding themselves with more fuel on board than planned before the mission—possibly because the receivers did not require the planned fuel— can land at the new maximum weight instead of flying for several hours burning fuel unnecessarily,” said Collins.

Another activity yielding terrific savings requires the TACC to work closely with the airspace authorities of foreign countries to identify shorter routes over their countries. Negotiations of this magnitude are sometimes delicate, yet it yields a times savings of eight to 30 minutes per trip.

“These soon add up, and last year shorter routes helped AMC save \$46 million in aircraft utilization costs, including fuel,” said Air Force Lt. Col. Jim Rubush, chief of the TACC Diplomatic Clearance Shop.

“People think that saving \$200 on one mission will not make that big of a difference, but if we do this for every AMC mission there is a potential savings of \$28 million a year in fuel costs alone, and that’s a very significant figure,” said Krusac.

“AMC’s global mission is crucial to supporting the warfighter, but this activity does not come for free. Aviation fuel efficiency is a mindset that has always been and will continue to be a part of AMC’s culture; every member of the command has a part to play. With everybody thinking fuel efficiency, AMC will continue to be the most fuel efficient major command in the Air Force,” said Walsh.

DEFENSE LOGISTICS AGENCY (NOV. 8, 2006)

“CUSTOMER PAY” PAID OFF FOR DLA’S MILITARY CUSTOMERS

Some military maintenance depots got parts and supplies faster and cheaper, and America’s military services got refurbished equipment returned sooner thanks to a pilot program called *Customer Pay*.



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The program demonstrated early wins supporting the rebuilding of the Army's High-Mobility Multipurpose Wheeled Vehicle, commonly known as the Humvee.

Customer Pay, a partnership between Department of Defense elements and a defense contractor, pays contractors and suppliers at the point of delivery. That reduces the need for millions of dollars of Army inventory and lowers prices for spare parts. Additionally, supply chain costs are reduced since management at the production line minimizes handling by government personnel.

The concept was developed in a pilot program involving the Army Tank-automotive and Armaments Command; the Defense Logistics Agency and its field activity, the Defense Supply Center Columbus; the AM General Corp.; two Army maintenance depots; and the Maine Military Authority. Results from the pilot show dramatically increased performance support and greatly reduced costs to rebuild Humvees.

"Customer Pay is a vivid glimpse of our future. [It] will be seen as a pioneer in DLA's support to the Services' industrial sites by leveraging the relative strengths of our industry, Service, and DLA partners. It has brought new efficiency and effectiveness to our logistics solutions," said James McLaugherty, DSCC deputy commander.

Customer Pay required DSCC personnel to adjust their thinking, according to Eric Tranter, chief of DSCC's Tactical Vehicles Support Division.

"To best understand the challenges of Customer Pay, you have to think retail support, not the usual DLA wholesale approach," he said. "This equates to constantly working with the people at the various depots and maintenance sites ... providing responses within hours and actual support in a few days. All of our people have done a great job making this happen because they applied a retail focus to their work with urgency and flexibility. If you take a business-as-usual approach to anything such as Customer Pay, it won't work."

The contractor, AM General, took over tasks formerly managed by government employees: requirements forecasting, supply chain and inventory management, parts requisition from the DoD supply system, parts distribution to maintenance lines, identification of quality issues, and more. The maintenance depots—Letterkenny Army Depot in Chambersburg, Pa., Red River Army Depot in Texarkana, Texas, and Maine Military Authority, in Lime-

stone, Maine—were able to focus on the actual rebuilding of the vehicles instead of inventory needs.

DSCC is the DLA program manager for the process, awards and administers the contract, and is the parts integrator and source of supply to the contractor and the maintenance depots. TACOM is the Customer Pay program manager, the source of supply to AM General, the initial production test lead, the weapons system and rebuilding manager, the centralized e-business manager, and a funding source.

The changes allow DoD to use the most cost-effective sources in the supply chain for spare parts and then provide a back-up supply chain in case of support problems. This safety net creates a significant reduction of inventory while improving supply support performance.

AM General is required to maintain a 30- to 60-day supply of the 1,241 parts included in the pilot project. Results show that supply level seemed to work. The rate of incomplete vehicles dropped by 83 percent at Red River Army Depot and by 100 percent at Letterkenny Army Depot. The dual supply chains prevented parts outages on the line and addressed the challenge posed by a change in 45 percent of the items used to support each depot.

Thanks to Customer Pay, almost \$820,000 was saved in reduced depot supply chain manpower expenses in just over three months last winter. Spare parts costs were reduced by leveraging the two supply chains, and the total cost of refurbishing the vehicle was reduced.

"The value of Customer Pay is that it allows DLA and the Army depots to move past just coordinating parts support for a Humvee production line to being interdependent partners," said Army Col. Scott D. Fabozzi, director of DSCC's Land Customer Operations.

The contract was awarded Nov. 1, 2005, and implemented just 78 days later at Letterkenny and Red River. During the pilot, AM General provided 4.1 million parts to the production lines from the 1,200-plus national stock numbers managed under Customer Pay. The depots produced more than 6,029 vehicles under the program, with only 179 coded as incomplete, or G-coded, early in the program at Red River.

Before Customer Pay, both depots had vehicles that were G-coded on a daily basis. At one point that backlog exceeded more than 1,300 incomplete vehicles. Under Cus-



tomer Pay's best business practices approach, the Army's G-coded problems with its Humvee RECAP lines have been significantly reduced and, in many cases, eliminated.

The Customer Pay partnership helped Letterkenny earn the Shingo Prize for excellence in manufacturing in the public sector. That prize is named for the Japanese industrial engineer who helped create the Toyota Production System. Customer Pay has also been nominated for the President's Quality Award and the DLA Top 10 Award.

DSCC serves more than 24,000 military and civilian customers and 10,000 contractors as one of the largest suppliers of weapon systems parts in the world. DSCC buys materiel, monitors inventory levels, maintains technical data, and assures quality conformance of spare parts, which vary from such common items as vehicle parts and accessories to complex mechanical and electronic repair parts for weapon systems.

DLA 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. More information about DLA and DSCC is available at <http://www.dla.mil>.

DEPARTMENT OF DEFENSE NEWS RELEASE (NOV. 9, 2006) DEPARTMENT OF DEFENSE CIVILIAN AWARDS PRESENTATIONS ANNOUNCED

Today Deputy Secretary of Defense Gordon England presented two categories of distinguished civilian awards: the 51st annual DoD Distinguished Civilian Service Awards and the 2nd annual DoD David O. Cooke Excellence in Public Administration Award. The Pentagon ceremony was hosted by Director, Administration and Management Michael B. Donley.

The DoD David O. Cooke Excellence in Public Administration Award recognizes a DoD employee with from three to 10 years of federal service and occupies a non-managerial DoD position who exhibits great potential as a federal executive. This employee must emulate Cooke's dedication to service and spirit of cooperation and improvement in the department. The recipient of this year's award was Lorena Castro, project engineer, Program Ex-

ecutive Office (Ships), Department of the Navy. Castro was responsible for the development of the acquisition and contracting strategy for procuring three research ships for the National Science Foundation.

The DoD Distinguished Civilian Service Award is the highest DoD-level award that a career civil servant can earn. It recognizes career employees for exceptional contributions to the DoD. The following received this award:

Gus Guissanie, deputy director, Information Assurance, OSD/Networks and Information Integration/Chief Information Officer; Thomas Harvey, principal director, Stability Operations, OSD/Policy; Gail McGinn, deputy under secretary of defense for Plans, OSD/Personnel and Readiness; Maurice M. Mizrahi, operations research analyst, OSD/Program Analysis and Evaluation; Victor Ferlise, deputy to the commanding general for operations and support, Department of the Army; Charles Gallaher, director, Joint Warfare Applications Department, Department of the Navy; Bhakta Rath, associate director of research, Naval Research Laboratory, Department of the Navy; and Lawrence Fielding, technical director, Aeronautical Systems Center, Department of the Air Force.

ARMY NEWS SERVICE (NOV. 16, 2006) AMC ORGANIZATIONS AWARDED FOR LEAN PRACTICES

WASHINGTON—Secretary of the Army Francis J. Harvey presented four Army Materiel Command organizations the 2006 Shingo Prize Public Sector Award for achievement in implementing lean systems in support of the Army business transformation process in the Hall of Heroes at the Pentagon yesterday.

"The goal of Army business transformation is to achieve major reductions in cost and cycle time while improving the productivity and quality of output in all our business operations and, thereby, free up resources for our operational missions," Harvey told the audience.

"So I am extremely proud of the four organizations that we are recognizing here today," the secretary said. "The recognition by the award of the 2006 Shingo Prize Public Sector Award demonstrates that the Army is making significant progress in achieving its business transformation goals."

Established in 1988, the Shingo Prize has been referred to by *Business Week* as the "Nobel prize of manufactur-



Four Army Materiel Command organizations received the 2006 Shingo Prize Public Sector Award for achievement in lean processes at the Pentagon Nov. 15. Secretary of the Army Francis J. Harvey stands with (left to right) Col. J.B. Elliott, commander, Rock Island Arsenal Joint Manufacturing and Technology Center; Col. Robert Swenson, commander, Letterkenny Army Depot; Col. Douglas J. Evans, commander, Red River Army Depot; Col. Ron Alberto, commander, Tobyhanna Army Depot; and, Gen. Benjamin Griffin, commander, Army Materiel Command.

Photograph by J.D. Leipold

ing,” because it establishes a standard for world-class excellence.

In the case of the four Army organizations, the prize represents their steadfastness in manufacturing, repair, overhaul, and maintenance of warfighter equipment.

Broken into four categories—platinum, gold, silver, and bronze—the Shingo Prize was awarded to the following:

Gold—**Rock Island Arsenal, Joint Manufacturing and Technology Center, Rock Island, Ill.**, for its work on the Forward Repair System. RIA is the first Army command to win at the gold level.

“We achieved the gold level primarily due to our dramatic restructuring, and the hard work, creativity, and dedication of our workforce,” said Col. J.B. Elliott, Rock Island commander. “We created integrated product teams to manage our major products horizontally across the organization. In the end, our results were dramatic. We

shortened the product travel distance by 81 percent, reduced the manufacturing lead time by 40 percent, resolved 36 safety and ergonomic issues and one quality issue, and increased production from four to 29 units per month.”

Silver—**Letterkenny Army Depot, Chambersburg, Penn.**, for its work on the Humvee. According to Letterkenny commander, Col. Robert Swenson, the efficiencies the command found by adhering to Lean and Six Sigma principles were striking.

“Letterkenny is now producing 27 extra Humvees each month—for free,” he said. “Through the use of Lean on our Humvee line, we have been able to reduce defects by 85 percent, cut labor hours by 41 percent and slash parts shortages to zero. This resulted in a cost reduction of more than \$11 million.

“To represent the only Army Depot to win the Shingo Prize two years in a row is a humbling experience for



me and for all our Letterkenny employees,” Swenson said.

Silver—Red River Army Depot, Texarkana, Texas, for its work on the Humvee.

“The dedication and patriotism of the Red River members is unmatched and reflected in the quality of the Humvee that we provide daily for the warfighter,” said Col. Douglas J. Evans, Red River commander. “The culture change and our willingness to adapt Lean and Six Sigma techniques have enabled us to better meet the needs of each soldier serving our nation.

“Receipt of the Shingo Prize validates Red River’s commitment to quality and continuous process improvement,” Evans added.

Bronze—Tobyhanna Army Depot, Tobyhanna, Penn., for its work on the AN/TPS-75 radar system.

Col. Ron Alberto, Tobyhanna’s commander, said his command earned the Shingo Prize for achieving a 31 percent reduction in repair-cycle time and a 25 percent reduction in repair costs on the Air Force’s primary air-defense radar system.

“The prize reflects our commitment to Lean Six Sigma and quality improvement, but more importantly to taking care of our soldiers, sailors, airmen, and Marines on the battlefield,” Alberto said.

According to Shingo Prize officials, the AMC organizations were all evaluated by on-site examiners. They were scored in cost improvement, leadership, empowerment, vision and strategy, innovation and development, partnering practices with suppliers and customers, environmental practices, quality and results, and consistent improvement in each of those areas.

AMC NAMES SMALL BUSINESS SPECIALIST OF THE YEAR

The Army Materiel Command (AMC) Small Business Specialist of the Year award for 2005 was presented to Kevin R. Loesch, U.S. Army Communications-Electronics Life Cycle Management Command (CELCMC) at the 10th Annual Army Small Business Conference held in McLean, Va., Nov. 1, 2006.

Army Gen. Benjamin S. Griffin, AMC commanding general, personally thanked Loesch for his contributions as

he presented him an engraved plaque during the conference.

The AMC Small Business Specialist of the Year award recognizes those specialists who have provided over and above support for the small business community. By going the extra mile, these individuals have greatly contributed to the success of the AMC Small Business Program.

Loesch attributed his success to his team.

“I’m truly humbled in receiving this award since it really reflects on the outstanding work done by the entire CELCMC Small Business Programs Office team,” said Loesch.

“Their professionalism and commitment to support small business and the needs of our warfighters are the foundation for our program success and achievements.”

Loesch was a critical player in the development of the Strategic Services Sourcing small business participation strategy. His initiative and collaborative efforts made small business opportunities a significant consideration in the S3 acquisition that supports the command’s life cycle management initiatives. As a result, three of the seven S3 prime contracts were awarded to small businesses.

Under Loesch’s leadership, the CELCMC small business program exceeded \$1 billion in total obligations for the third consecutive fiscal year. Loesch’s competence and professionalism are recognized AMC-wide.

For further information, contact AMC News Service at 703-806-8126/DSN 656-8126 or e-mail AMC-NewsService@HQAMC-EXCHG.army.mil.

AMERICAN FORCES PRESS SERVICE (NOV. 20, 2006)

DEFENSE AGENCY DELIVERS LOGISTICS SUPPORT TO WARFIGHTERS

Gerry J. Gilmore

WASHINGTON—Whether it’s an infantryman in Iraq needing a new firing pin for his rifle or a fighter pilot on a carrier in the Persian Gulf who needs to replace a cracked landing strut, the Defense Logistics Agency stands ready to support warfighters worldwide, the organization’s director said in a recent interview.



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Soldiers, sailors, airmen, and Marines deployed around the world supporting the war against terrorism routinely make requests from their units for critically needed supplies, Army Lt. Gen. Robert T. Dail told the Pentagon Channel.

"It may be a part that keeps an airplane down; it may be a part that's keeping a tank or a mechanized piece of equipment down. It may be something that keeps your rifle from operating correctly," said Dail, who oversees the agency's operations from its Fort Belvoir, Va., headquarters.

Requests for parts, fuel, food, and other material necessary to support troops in the field, Dail explained, are forwarded to DLA's supply requisition and delivery system, which the agency monitors.

DLA fills combatant commanders' supply requisitions from its stateside- or overseas-based depots, Dail said. The agency can track supply shipments, he noted, through the use of radio frequency tags that are fastened to all outgoing orders.

Dail said the tracking system "is very elaborate, and it allows us to better manage and make decisions to ship critical supplies to the troops that really need them in fighting locations."

The agency's partnership with U.S. Transportation Command, the three-star general noted, enables swift delivery of needed parts and other supplies to Army, Air Force, Navy, or Marine units serving worldwide.

"Whether it's a repair part, or it's an item of equipment that's very important to the troop, that will be immediately shipped, and within days, or sometimes even less than a day, depending on where our parts (are located) and the way the item is stocked," Dail said.

The agency's Deployment and Distribution Operations Centers exemplify DLA's drive to modernize and transform its business practices, Dail said. The centers, he noted, have contributed mightily to the agency's goal of maintaining timely and efficient global supply operations.

The D-DOCs are deployed directly into combat theaters, Dail explained, noting they merge DLA- and individual Services-managed supply operations with U.S. TRANSCOM's rapid-delivery capabilities.

"And because of that, we have been able to leverage the unique capabilities of the agency at forward stocking locations like Kuwait, Baghdad, Afghanistan; and it allows us to integrate the unique industry capabilities and sources of supplies from DLA into the military operations," Dail noted.

The D-DOCs have achieved notable success, the general said. Additionally, he added, they illustrate "the strong partnership and enterprise that has been created now in the Department of Defense, between the Services, Transportation Command, and the Defense Logistics Agency."

Today, DLA continues to strengthen its relationships with suppliers and industry as part of the agency's mission "to provide world-class support to America's military," Dail said.

"We will never forget that mission," he emphasized, "and we will do our best to provide them with the kind of support that American men and women who bravely serve in uniform so richly deserve."

Gilmore is with American Forces Press Service.

AIR FORCE PRINT NEWS (NOV. 28, 2006) SCIENCE, ENGINEERING, TECHNOLOGY ACHIEVEMENTS LAUDED

WASHINGTON— Air Force officials recognized the Service's top performers in science, engineering, and technology during an awards banquet at the National Museum of the United States Air Force at Wright-Patterson Air Force Base, Ohio.

Award winners received a plaque and a certificate recognizing their achievements.

The winners of the Air Force's science, technology, and engineering awards for 2005 include:

Air Force Outstanding Scientist Awards

- **Senior Military:** Lt. Col. William Cade III, Air Force Weather Agency
- **Mid-Career Military:** Maj. Jason Quigley, Air Force Space Battlelab
- **Junior Military:** 1st Lt. Todd Turner, Air Force Research Laboratory
- **Senior Civilian:** Stephen Szaruga, AFRL
- **Mid-Career Civilian:** James Simonds, AFRL
- **Junior Civilian:** Margret Lefebvre, 36th Electronic Warfare Squadron



Acquisition & Logistics Excellence

- **Team:** Active Denial System Bioeffects Team, AFRL: Lt. Col. Michelle Bryce, Lt. Col. Noel Montgomery, Maj. Gary Martinsen, 1st Lt. Keith White, Master Sgt. Angela Bland, Staff Sgt. John Connolly, Dr. Michael Cook, Stephanie Miller, Roxanne Constable, Leland Johnson, Charles Kuhnel, Kalyn Yaws, and Kristie Pointer

Air Force Outstanding Engineer Awards

- **Senior Military:** Maj. Jack Miner, 508th Attack Sustainment Squadron
- **Mid-Career Military:** Capt. Trent Greenwell, 580th Aircraft Sustainment Group
- **Junior Military:** Capt. David Drummond, Warner Robins Air Logistics Center
- **Senior Civilian:** James Hurst, 36th EWS
- **Mid-Career Civilian:** John Crane, 36th EWS
- **Junior Civilian:** Summer Leim, 36th EWS
- **Team:** Advanced Space Control Demonstration Team, Air Force Space and Missile Systems Center—Lt. Col. Vincent Park, Maj. Donna Shipton, Maj. James Sikra, Maj. Karl Fobes, Maj. Tim Sejba, Maj. Dan Janning, Capt. Ron Blomé, Capt. Mia Kinsey, Capt. Erik Quigley, Capt. Brian Egbert, Capt. Bill King, Capt. Stuart Stanton, Dave Hilland, Cathy Purnell, Al Bornstein, Shenell Cooper, Jack Yeatts, Greg Neldner, Jim Watson, David Homco, John Collins, William Slutter, and Tommy Troup

Air Force Outstanding Science and Engineering Educator Award

- Dr. Edward Unangst Jr., United States Air Force Academy

The Air Force John L. McLucas Basic Research Award

- Dr. Craig Denman, AFRL

Air Force Research and Development Award

- Lt. Col. Scott Fawaz, USAFA
- Maj. Jeffrey Dickson, AFRL
- Capt. James Caldwell, AFRL
- 1st Lt. Robert Patton, 674th Aeronautical Systems Squadron

Air Force Science and Engineering Award for Research Management

- Lt. Col. Daniel Miller, 718th Test Squadron
- Dr. Gregory Spanjers, AFRL
- 1st Lt. Krystal Walker, Air Force Technical Applications Center

Air Force Science and Engineering Award for Exploratory or Advanced Technology Development

- **Active Denial Team, AFRL:** Dr. Diana Loree, 1st Lt. Carla Belote, 1st Lt. Grady Patterson, 2nd Lt. Adam Gubbels, Senior Airman Hansen Multine, Anthony Baros, Bill McCullough, and Jim O'Loughlin
- Dr. Mark Kramer, AFRL
- Daniel Hague, AFRL
- **High Explosives Research and Development Team, AFRL:** Maj. Colin Tucker, 1st Lt. Jessica Kashka, 2nd Lt. Ryan Drinkwater, 2nd Lt. Beau Monnot, Tech. Sgt. Julie Harlow, Tech. Sgt. Wes Schuler, Staff Sgt. Jake Wise, Staff Sgt. Ira Lewis, Tim McKelvey, John Cominiello, Stephen Struck, Larry Stewart, Dr. Tom Krawietz, Chris Varner, Mark Johnson, Jonathon Sexton, John Redden, Donald Turner, Ricky Beesley, William Watts, Russ Huffman, Bill Harrison, Greg Glenn, Mike Jenkins, Voncile Ashley, Dr. Mike Kramer, Dr. Yuki Horie, Dr. Mario Fajardo, Dr. Jennifer Jordan, Thad Wallace, Russ Maines, Chad Rumchik, Wayne Richards, Karen Clayton, Al Beach, Mark Grimmonpre, Tom Sprague, Kenya Clayton, Theresa Wilson, Justin Harris, Bill Snow, John Leahy, Chuck Thames, Aaron Howell, Roy Larsen, Mitch Fleiszar, Wanda Barlow, Dr. Robert McKenney Jr., Pete Stevens, Jeff Dennis, Paula Suttles, Dr. Richard Dick, Dr. Mike Lindsay, Dr. Will Lewis, Mac Belton, and Byron Allmon

Air Force Science and Engineering Award for Engineering Achievement

- H. Vern Baker, AFRL
- Capt. Ronald Poulin, 97th Intelligence Squadron
- **Radio Over Internet Protocol Routed Network Team, Air Mobility Command:** Col. Gregory Touhill, Col. Marty Edmonds, Maj. Robert Sylvester, Maj. Carl Grant, Sqd. Ldr. Patrick Joseph Del Guidice (AUS), Capt. David Canady Jr., Capt. Robert Ault, Capt. Matthew McAlister, Capt. Ryan Mutch, Capt. Terry Scott, 1st Lt. Dennis French, 1st Lt. Alfred Tamayo, Senior Master Sgt. Curtis Fouts, Master Sgt. James Fletcher Jr., Master Sgt. Brett Slickers, Master Sgt. Robert Eiszler, Master Sgt. Robert Marquez, Tech. Sgt. Marlon Taylor, Tech. Sgt. Eric Yingling, Staff Sgt. Grant Jacobs III, Senior Airman Daniel Urbanski, Michael Byard, Richard Doe, Troy Delfs, Jeffery Visosky, Jeffrey Sapp and Thomas Brooke

Air Force Science and Engineering Award for Manufacturing Technology

- Marty Sheppard, 402nd Electronics Maintenance Group

Air Force Institute of Technology Systems Engineering Award



- Team INSIGHT: Maj. Donald Davis, Maj. Kenneth Kranz, Capt. John Fontejon, 1st Lt. David Caponio, 2nd Lt. Reed Bond, 2nd Lt. Lawrence Childers, and 2nd Lt. Micah Mossman

**DEFENSE LOGISTICS AGENCY NEWS
RELEASE (DEC. 5, 2006)
DEFENSE LOGISTICS AGENCY
ANNOUNCES BEYOND THE CALL OF
DUTY: LOGISTICIAN OF THE YEAR**

FORT LEE, Va.—On November 28, 2006, Defense Logistics announced Army Col. David W. Coker as the winner of their Beyond The Call of Duty: Logistician of the Year award. Coker is the project manager for Logistics Information Systems where he directs the acquisition, management, development, implementation, deployment, training, and sustainment of the Army's tactical logistics systems encompassing supply, maintenance, property accountability, ammunition management, and movement tracking. Coker's leadership and performance put him at the forefront of the Army's overhaul of the systems and processes that support and supply the warfighter.

Until February 2006, Coker was in charge of Global Combat Support System-Army, the Army's largest Enterprise Resource Planning program, which used the SAP business suite. Coker was responsible for managing cost, schedule, and technical performance issues associated with the development, fielding, and life-cycle management of the Army's Global Combat Support System; and he helped implement state-of-the-art automation by pro-



Army Col. David W. Coker is winner of the Army's Beyond The Call of Duty: Logistician of the Year Award. Coker accepted the award on Dec. 5, 2006, at Fort Lee, Va.

Photograph courtesy Project Manager, Logistics Information Systems (PMLIS)

viding superior information systems to soldiers around the globe.

From March 2006 until August 2006, Coker had operational control for the Army's national Logistics Modernization Program (LMP), also an Enterprise Resource Planning effort using the SAP business suite, valued in excess of \$1.4B under the PEO EIS.

Every day, through leadership, diversification, and guidance, Coker is laying a foundation for flexible, scalable, and modernized IT business systems and business processes that allow logisticians to see requirements, control distribution, and obtain guaranteed, precise, time-definite support. Effective, efficient, and integrated support to the warfighter are vital requirements for today, and Coker has made them his number one priority as demonstrated by the results he has achieved.

His awards and decorations include Legion of Merit, Defense Meritorious Service Medal, Meritorious Service Medal with six Oak Leaf Clusters, Joint Service Commendation Medal, Army Commendation Medal, Army Achievement Medal with four Oak Leaf Clusters, Military Outstanding Volunteer Service Medal, National Defense Service Medal, Global War on Terrorism Service and Expeditionary Medals, Southwest Asia Service Medal, Kuwait Liberation Medal, Korea Defense Medal, Secretary of Defense Staff Badge, Secretary of the Army Staff Badge, Parachutist Badge, and Army Superior Unit Award. Additionally, Coker has been recognized through various industry awards including *Federal Computer Week's* Fed 100 and *Government Computer News'* IT Leadership Awards.

For more information on Coker and Logistics Information Systems, visit <<http://www.pmlis.lee.army.mil>>.

**AIR FORCE PRINT NEWS (DEC. 20, 2006)
AIR FORCE OFFICIAL NAMES
ENVIRONMENTAL WINNERS**

WASHINGTON—The Air Force civil engineer announced the winners of the Gen. Thomas D. White Environmental Awards for 2006.

Maj. Gen. Del Eulberg named nine installations and one individual as winners of this year's awards.

The 2006 winners are:

- Environmental Quality Award (industrial): Tinker Air Force Base, Okla.



- Environmental Quality Award (reserve component including Air National Guard): Bangor International Airport
- Environmental Quality Award (overseas): Misawa Air Base, Japan
- Restoration Award (installation): Dover AFB, Del.
- Pollution Prevention Award (non-industrial): Luke AFB, Ariz.
- Natural Resources Conservation Award (large base): Arnold AFB, Tenn.
- Cultural Resources Management Awards (installation): Eglin AFB, Fla.
- Pollution Prevention Award (individual/team): Tinker AFB
- National Environmental Policy Act (team): Seymour-Johnson AFB, N.C.
- Cultural Resources Management Award (individual/team): Gary M. O'Donnell, Hickam AFB, Hawaii

A ceremony and reception to honor the Air Force winners will take place at the Pentagon on April 19.

The winners are eligible for the Secretary of Defense environmental awards and will go forward as the Air Force nominees. The Air Force captured three of nine Secretary of Defense environmental awards in 2005.

ADVANCED SENSOR TECHNOLOGY TEAM AWARDED DEFENSE ACQUISITION EXECUTIVE CERTIFICATE OF ACHIEVEMENT

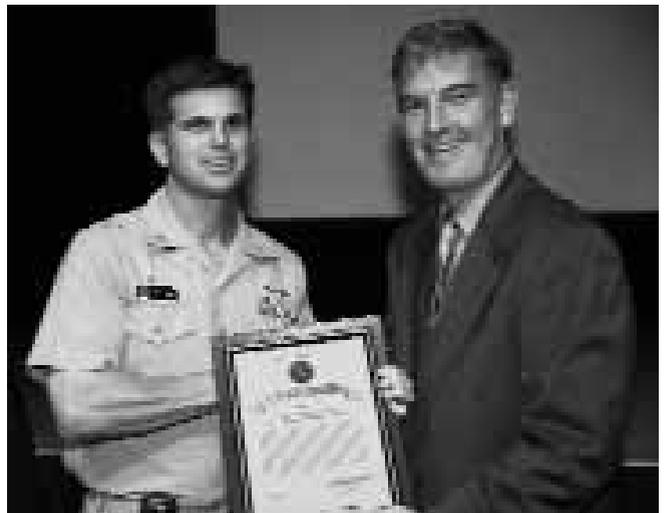
On Oct. 4, 2006, Under Secretary of Defense, Acquisition, Technology and Logistics Ken Krieg recognized the Advanced Sensor Technology (AST) government-Boeing/Raytheon contractor team by awarding the team the Defense Acquisition Executive Certificate of Achievement.

The DAE Certificate of Achievement is awarded to individuals and teams that have made exceptional contributions to improving life-cycle costs and/or the Department of Defense acquisition system through innovative acquisition management techniques.

Capt. Scott Anderson, USN, AST program manager, accepted the award on behalf of the team that consisted also of Bradley Mudd, chief of contracting. Robert Colvert, Boeing Division, Texas; and Fred E. Ellis, Raytheon.

The award recognized the AST Team's demonstration of exemplary acquisition excellence while producing and delivering the Littoral Surveillance Radar System that uses advanced radar, display, and processing systems to provide new littoral surveillance capabilities for joint and naval forces. These surveillance capabilities provide a greatly improved understanding of the battle space and support the United States' objective to achieve full-spectrum dominance in fighting and winning the global war on terror.

AST achieved optimum results by implementing transformational business practices that increased efficiency, reduced cost, and enabled early delivery of capabilities. The team used innovative techniques, applying strategic workforce alignment, close teaming with prime contractors, and integrated system testing. Rigorous financial and earned value management methodologies enabled on-schedule product deliveries well within budget. The team tested the vehicle for over 2,800 hours without a single personnel safety or equipment mishap and achieved successful early operational capability to support global war on terror operations starting in 2005. The AST team demonstrated keen ingenuity and exceptional management performance for all aspects of the design, development, and production of the Littoral Surveillance Radar System, and exemplifies the under secretary's Number 1 goal to have a high-performing, agile, and ethical workforce.



Capt. Scott Anderson receives the Defense Acquisition Executive Certificate of Achievement from USD (AT&L) Ken Krieg on behalf of the Advanced Sensor Technology team.
Photograph by Dirke Williams, OUSD(AT&L) staff