

Carter, Kendall Honor DoD Acquisition Excellence

DOD NEWS, DEFENSE MEDIA ACTIVITY (MAY 22, 2015)

Army Sgt. 1st Class Tyrone C. Marshall Jr.

WASHINGTON—Defense Secretary Ash Carter and his top acquisition chief presided over an awards ceremony focused on recognizing the acquisition excellence of four DoD programs here yesterday.

Carter was joined by Frank Kendall, undersecretary of defense for acquisition, technology and logistics, to present the 2014 David Packard Excellence in Acquisition Award, and the inaugural 2014 Undersecretary of Defense for Acquisition, Technology and Logistics Should-Cost and Innovation Award.

Acquisition Award's Namesake

The David Packard Excellence in Acquisition Award, DoD's highest team award, is named after former deputy defense secretary and acquisition chief David Packard, who was a staunch advocate for excellence in defense acquisition practices.

First awarded in 1997, the award honors Packard, who also was co-founder and chairman of the Hewlett-Packard Company. Carter noted Packard was the "first person in a leadership position here [who] made acquisition our center of his attention."

Basics Haven't Changed

Kendall led the recognition of the award recipients, and shared his thoughts on honoring acquisition excellence and on Packard.

"This is one of the days of the year I enjoy almost more than any other," he said. "I get to recognize some of the terrific accomplishments of some of our acquisition professionals."

"It's a delight to be able to do that," Kendall said. "Good things may not be happening everywhere in the world, but they're certainly happening here. What these people have accomplished is terrific."

The basics of this business, he said, have not changed at all since 1971 when David Packard was the deputy defense secretary. "He's remembered as a terrific manager and technologist," Kendall said, "[having] started Hewlett-Packard of course, and served very well in government in a number of positions ending up at deputy [defense] secretary." Kendall added, "It's really fitting that we have this award today named for him, because he was a leader in bringing sound management into the Department."

Packard Award Recipients

Kendall explained each Packard recipient's achievements, beginning with the Air Force's Advanced Extremely High Frequency Program.

"This program delivered secure mobile satellite communications," he said. "By purchasing two AEHF satellites together and using comprehensive "should-cost" analysis, this group saved \$1.6 billion on its fifth and sixth satellites—that's almost two for the price of one."

Those savings, Kendall said, were reinvested into a current satellite modernization initiative and to make future systems more resilient—"incredibly" important given the counter-space capabilities being developed by other nations.

Kendall also honored the Intercontinental Ballistic Missile Directorate, which provides "critical" acquisition and sustainment support to U.S. ICBM weapons systems, strengthening the nuclear enterprise.

"Through multi-service, multi-agency, and multinational synchronization," he said, "this team modernized and replaced nuclear-arming and fuzing capabilities, including new fuzes that last three times as long for two-thirds of the unit cost, making the biggest upgrade to the Minuteman III in 20 years."

Additionally, Kendall said the team's "significant" contributions to U.S. nuclear deterrence led to the highest sustained alert rate in 50-year history of the Minuteman weapon system, while delivering more than \$1 billion in savings the Air Force used to fund other priorities.

The third Packard award recipient, he said, is the Virginia-Class Submarine Program, which "has a history of delivering not only on time—a feat unto itself—but also early and within budget."

According to Kendall, the program, through negotiation of a contract of more than \$17 billion, procured 10 Virginia-class submarines for the price of nine. "That's the most submarines under a single contract in 40 years," he said, "and will help ensure America's undersea dominance for generations to come."

Should-Cost and Innovation Award

The inaugural Should-Cost and Innovation Award recipient was the Maritime Patrol and Reconnaissance Aircraft Program office, Kendall said, for its "outstanding" integration of "should-cost" objectives and cost management across

all phases of acquisition for the P8-A Poseidon leading to over \$5 billion in savings.

"This is one of the many cutting-edge platforms which are deploying to the Asia-Pacific region," he said, "and our personnel in the field are already calling it a 'game-changer.'"

Kendall added, "The aircraft's superior performance makes this team's savings even more impressive." He then thanked all of the award recipients.

Championing Acquisition Excellence

Carter also commended the award winners for their accomplishments, and explained the significance of the new Should-Cost Award.

"I'm so proud of the people who are in this room," Carter said. "'Should-cost' is a phrase we began using a few years ago to signify the necessity for all of our program managers—government and contractor—to understand every agreement of their cost structure."

Carter said it was designed so they knew what they were paying, and to know what things should cost—not just what someone told them it would cost. These award recipients, he said, are those "that are exemplars of working in the interests of the taxpayer. I commend you all for being champions of that—congratulations, everyone."

'Better Buying Power' Key to Maintaining Army Tech Edge

ARMY NEWS SERVICE (APRIL 10, 2015)

David Vergun

WASHINGTON—If the Army is to maintain its technological edge over potential adversaries, it must improve the way it conducts business with industry partners, said one of the Service's top acquisition experts.

A key step toward that improvement is Better Buying Power 3.0, or BBP 3.0, said Kevin Fahey, director of system of systems engineering and integration within the office of the assistant secretary of the Army for acquisition, logistics, and technology. He spoke April 8 during a robotics conference sponsored by the National Defense Industrial Association.



Defense Secretary Ash Carter provides remarks at the 2014 David Packard Award Ceremony at the Pentagon, May 21, 2015. The Defense Department award recognizes acquisition excellence.
DoD photo by Navy Petty Officer 2nd Class Sean Hurt

Better Buying Power 3.0 is the currently-under-development revision of best practices designed to strengthen the Defense Department's buying power, improve industry productivity, and provide an affordable, value-added military capability to the warfighter.

Looking back at BBP 2.0, Fahey said the thrust of the older version was providing guidance to program managers "on what to put in contracts."

The focus of BBP 3.0 expands that to help all those who execute contracts, including program managers, program executive officers, and industry professionals.

Understanding MOSA

Fahey said an important aspect of BBP 3.0 is "modular open systems architecture," or MOSA.

Compliance with MOSA requires software and hardware components to be effectively partitioned in their design and functioning so they can be isolated if there are problems, or swapped out with minimal effort and cost if new components become available.

Details on the human-machine and machine-machine interfaces need to be published as well, Fahey said, and must be understood and communicated between industry and Army engineers.

Another aspect is that comprehensive, but easily understood training manuals on how the system works—including the in- and out-processing—must be provided to Army maintainers and operators, he said.

The tools and standards used to implement MOSA must also be shared between the prime contractor and all of the subcontractors as well, he said.

Full MOSA guidance will be published and implemented Dec. 31, 2015, he said.

Peering into the Black Box

Fahey, who has a background in systems engineering, said he has received a lot of formal input from industry on MOSA standards.

One of the biggest concerns from industry regarding compliance with MOSA standards, he said, is the possibility of the unauthorized release of proprietary data to competitors.

Fahey said that as long as “black box” components can be easily removed and replaced when damaged or when an upgrade is needed, and as long as the “architecture and interfaces are right and it functions, I don’t need to know what’s in the black box.”

Being able to easily remove such components is also important to lowering sustainment costs, Fahey said. Currently, the Army has many “stove-piped,” legacy systems that are difficult to upgrade because they don’t conform to MOSA standards, he said, and parts can’t easily be pulled out and replaced.

Getting to Victory

Another important aspect of BBP 3.0 is getting industry to “VICTORY” compliance, Fahey said.

VICTORY is short for “Vehicle Integration for C4ISR/EW Interoperability,” where C4ISR means “command, control,



Aaron Nicely, of RE2, Inc., shows how to control his robot to unzip a purse and retrieve a bomb.

U.S. Army photo

communications, computers, intelligence, surveillance, and reconnaissance,” and EW is short for “electronic warfare.”

Getting the common electronic interfaces between vehicles and C4ISR/EW is the thrust of VICTORY, he said.

Currently, geospatial data use such as terrain is displayed five different ways, depending on which system is used, he said. VICTORY compliance would give soldiers in their vehicles or aircraft and those back at the headquarters element the same real-time operating picture.

Fahey put up a slide that showed five images that looked like five different versions of Google Earth of the same location, illustrating how hard it now is for operators to communicate and share what they are seeing.

Soldiers in Bradleys, Abrams, and Strykers are seeing different visuals, and that should not be, he said. Having the same operator picture is necessary for navigation, timing, and mission command, he said. Implementing VICTORY will also increase cyber security as there will be one system to protect, versus multiple systems.

Initiative Provides Incremental Acquisition Improvement

DOD NEWS, DEFENSE MEDIA ACTIVITY (APRIL 14, 2015)
Army Sgt. 1st Class Tyrone C. Marshall Jr.

WASHINGTON—The basic idea behind the Defense Department's Better Buying Power initiative, now entering its third iteration, has been to improve acquisition through continuous improvement in many areas simultaneously, the Pentagon's acquisition chief said here April 13.

Frank Kendall, undersecretary of Defense for acquisition, technology and logistics, discussed acquisition reform and the tenets of Better Buying Power 3.0 in a speech at the Brookings Institution—a public policy think tank located here.

"Underlying all of the Better Buying Power initiatives has been the idea that the way you ... improve acquisition is through a process of continuous improvement," he said. "The way to make progress is to make incremental progress in lots of different areas all at the same time."

Kendall said he's seen many "fads" regarding acquisition reform that have attempted to do a few big things, trying to make a huge difference.

"History doesn't suggest that that's a success," he told the audience. "In fact, it's suggested when you try to move everything in the same direction and sort of adopt a uniform policy, you tend to do as much breakage as you do fixing of things. And you have to be very careful about that."

Kendall said that's been the idea with Better Buying Power since the initiative debuted about five years ago, when Defense Secretary Ash Carter was the Department's top acquisition official.

Legislation a Limited Tool

Kendall applauded the amount of discussion about acquisition reform that has included members of Congress, but he added that he thinks legislation is limited in what it can do.

Citing his own background as an engineer and technical manager, Kendall said "there's very little that you can do from the point of view of legislation that will make somebody a better engineer, or a better program manager, or a better contracting person."

"At the end of the day," he said, "whether you're in industry or government, that's the sort of thing we have to have. We have to have people who are very, very good at what they do."

Increasing Professionalism

One of the fundamentals of Better Buying Power, Kendall said, is the increased emphasis on professionalism and on building professionalism within the workforce. "There's an awful lot that I can do with existing legislative authorities," he said, "but there are some things that I can't do. I can't, for example, remove some of the things that burden our program managers."

One initiative DoD officials shared with the House Armed Services Committee is designed to remove some of the overhead placed on the Department's people, that actually distracts them from doing their real jobs, he said.

Motivated by Technological Superiority

Kendall said innovation is a key component of Better Buying Power 3.0. "That's, I think, part of a growing recognition that we do have a problem with technological superiority," he added. "The thing that motivated me more than anything else to do another edition ... of Better Buying Power was that concern."

The initiative, Kendall said, is set up with a "punchline" of achieving dominant capabilities through technical excellence and innovation. "That's a return to focusing attention on the products that we build," he said, "and the superiority of those products relative to potential adversaries."

Kendall said while earlier versions of Better Buying Power were about efficiency, productivity, and professionalism, version 3.0 is a "change back toward thinking about our products and focusing particularly on the results we're trying to achieve."

Better Buying Power's Cultural Aspect

A cultural aspect also runs through every version of Better Buying Power, Kendall said. The first version emphasized cost consciousness and best buying practices, he said, and the second iteration moved in the direction of professionalism and judgment.

"Now in 3.0," Kendall said, "it's a focus on a culture of technical excellence, which is the fundamental thing underpinning 3.0. I want to emphasize more than anything else this is more about continuity than about change."

"The idea here is a shift in emphasis—not a fundamental break with what we've been doing in the past," he continued. "It's a realignment and a slight shift in direction, but not a fundamental change."

Grooming Potential Workforce

In addition to discussing Better Buying Power 3.0, Kendall noted a longer term concept: the need for science, technology, engineering, and math education.

For the sake of the country, the economy, quality of life, and national security, he said, it's "very important that this country develop and nurture people who are going to go into these fields and contribute to our society."

"The Department has a limited role in that, but it has a role that matters," he said. "You need to capture people when they're young, or you're not going to capture them."

While it's not impossible to go back and get the necessary technical courses after high school, Kendall said, it's difficult. "It's best if you start out and get those courses that you need to put you on the track to be in a technical field earlier on," he said.

Cost-effective Body Armor Reflects

Better Buying Power

DEFENSE LOGISTICS AGENCY

(APRIL 21, 2015)

Mikia Muhammad

The Army will spend nearly 48 percent less to purchase the

next generation of body armor, thanks in part to the efforts of Defense Logistics Agency Troop Support employees.

The savings constitute a \$378 per-item reduction in price on the generation III individual outer tactical vest, said Mark Twardziak, an individual equipment chief with the Clothing and Textiles supply chain.

Instead of buying the entire vest, components are purchased to upgrade previous versions of the IOTV, Twardziak said. "The conversion kit enables the Army to replace the less-expensive outer shell and quick release mechanism of older versions of the IOTV, [while] reusing the expensive ballistic inserts to upgrade older IOTVs to the most recent camouflage pattern and release system," Twardziak said.

The removable ballistic inserts account for nearly half of the IOTV's material costs, Twardziak said. "It's that kind of ingenuity that makes people want to come back to us," DLA Troop Support Commander Army Brig. Gen. Steven Shapiro said.

Shapiro recognized Twardziak and four other C&T employees at a coin presentation April 15. "I just wanted to come down and thank you for the hard work," Shapiro said. "I appreciate it and so does the Army."



Soldiers try on the improved outer tactical vest at Fort Stewart, Georgia. DLA Troop Support Clothing and Textiles worked with the Army to convert old versions of the vest to the latest generation III IOTV at nearly half the cost.

Photo by Army Cpl. Emily Knitter

Procuring the IOTV conversion kits is in line with the Defense Department's Better Buying Power 3.0 initiative to control costs throughout a product's life cycle. The acquisition strategy allows the Army to buy the converted IOTVs for \$413 each, versus \$791 for new ones, said Army Maj. Chris Getter, soft body armor product manager at Program Executive Office Soldier.

"[DLA Troop Support and the Army's] team of product engineers, quality assurance representatives, logistics support experts, and contracting personnel developed a plan with the potential to save more than \$150 million while giving soldiers the best possible system," he said.

Clothing and Textiles staff worked with vendors to change existing body armor contracts to the IOTV conversion kits, Twardziak said. So far, 110,000 kits have been delivered to customers, with 33,000 future orders in the pipeline.

IOTV conversions are already in place for the Army's new operational camouflage pattern, which will replace its current patterns this summer, Twardziak said.

Twardziak was recognized by Shapiro for overseeing the conversion of existing IOTV contracts, along with contracting officer Joseph Szwec, Army central issue facility supervisor Eboni Martin, product specialist Caroline Bullard, and supply planner Miguel Torres.

DoD Announces 2015 Environmental Award Recipients

DOD NEWS, DEFENSE MEDIA ACTIVITY (APRIL 21, 2015)

WASHINGTON—The Defense Department announced the winners of the 2015 Secretary of Defense Environmental Awards in a news release issued today.

In fiscal year 2014, DoD invested about \$4.1 billion in its environmental programs, according to the release. Two billion dollars was invested for environmental restoration activities; \$1.9 billion for environmental quality activities; and \$203.1 million for environmental technology.

These investments protected the environment while strengthening operational capacity, reducing operational costs, and enhancing the well-being of military members, civilians, and their families and communities, the release said.

The Secretary of Defense Environmental Awards recognize individuals, teams, and installations that distinguish themselves in supporting mission readiness through environmental acumen, according to the release.

"Their efforts strengthen the Department's position as an environmental leader by integrating cost-effective environmental management with our national defense mission, thereby saving critical resources and helping to keep our country safe through sustained mission readiness," Frank Kendall, undersecretary of defense for acquisition, technology and logistics, said in the release.

The nine award recipients chosen from a total of 35 nominations are:

Natural Resources Conservation, Large Installation

Camp Blanding Joint Training Center, Florida Army National Guard, achieved key natural resources conservation milestones through cost-effective programming and collaborative research.

Environmental Quality, Industrial Installation

Robins Air Force Base, Georgia, implemented an award-winning recycling program, a community partnered transportation incentive program, and a robust water quality program that manages 549 million gallons of wastewater per year.

Environmental Quality, Overseas Installation

Marine Corps Base Camp Smedley D. Butler, Japan, supported mission readiness and enhanced environmental quality with effective environmental management and maintained stakeholder involvement.

Sustainability, Non-industrial Installation

Marine Corps Air Ground Combat Center Twentynine Palms, California, exceeded DoD goals in energy reduction and water conservation and aggressively applied renewable energy solutions with an innovative and collaborative sustainability program.

Sustainability, Individual/Team

Minnesota Army National Guard Sustainability Team showed environmental leadership by completing sustainability action plans, launching a statewide program to reduce energy use, and investing in solar and geothermal energy to reduce fossil fuel usage.

Environmental Restoration, Installation

Marine Corps Base Camp Lejeune, North Carolina, made tremendous progress towards investigating and cleaning up 49 sites during the award period by maintaining collaborative relationships with regulatory agencies and the local community.

Cultural Resources Management, Small Installation

U.S. Army Garrison Picatinny Arsenal, New Jersey, streamlined compliance with development of their Historic Property Component Plan 2013-18, updated their Integrated Cultural Resources Management Plan 2014-19, established historic district markers around the installation, and documented an installation-wide cultural landscape analysis.

Cultural Resources Management, Individual/Team

Dr. Paul R. Green, U.S. Air Force Civil Engineer Center, superbly facilitated protection of sensitive historic properties and tribal areas. His accomplishments include curating nearly 30,000 historically significant Air Force engineering plans and drawings, and developing cultural property planning data in support of contingency operations for multiple host nations.

Environmental Excellence in Weapon System Acquisition, Small Program

Halon Extinguisher Replacement Program for Aviation Weapon Systems IPT, Redstone Arsenal, Alabama, designed, optimized, and qualified an innovative and environmentally friendly replacement for mission critical safety equipment using a collaborative and interdisciplinary team.

Since 1962, DoD has honored individuals, teams, and installations for outstanding environmental achievements and innovative environmental practices and partnerships, the release said.

Military services and defense agencies submit nominations for each of the nine award categories. A diverse panel of judges representing federal and state agencies, academia, and the private sector select the winners, according to the release.

Carter Seeks Tech-sector Partnerships for Innovation

DOD NEWS, DEFENSE MEDIA ACTIVITY (APRIL 23, 2015)

Cheryl Pellerin

WASHINGTON—Defense Secretary Ash Carter announced new partnership initiatives today on the first day of a two-day visit to California's Silicon Valley to learn from experts who run some of the highest-tech companies in one of the nation's innovation hotspots.

At Stanford University, where he recently served as a distinguished visiting fellow at the Hoover Institution and a lecturer at the Freeman Spogli Institute for International Studies, Carter delivered the annual Drell Lecture, titled "Rewiring the Pentagon: Charting a New Path on Innovation and Cybersecurity."

The lecture, sponsored by the Stanford Center for International Security and Cooperation, is named for Dr. Sidney Drell, a theoretical physicist and arms-control expert who cofounded the center.

When Carter became defense secretary, he told the audience, one of his top commitments was to the future—to stay ahead of a changing world, to remain competitive, to attract new generations to the mission of serving the country, and to stay abreast of technology.

Commercially Driven Technology

To begin leveraging commercially driven technology, he said, the Defense Department wants "to partner with businesses on everything from autonomy to robotics to biomedical engineering and 3-D printing; power, energy, propulsion to distributed systems, data science, [and] the Internet of things."

Over the years, Carter said, products developed in Silicon Valley and across the tech community have enabled transformation, progress, opportunity, and prosperity across all economic and social sectors, including national defense.

"It's made many things easier, cheaper, and safer," he added.

"But in recent years it's become clear that these same advances and technologies also present a degree of risk to the businesses, governments, militaries, and individual[s] who rely on them every day ... making it easier, cheaper, and safer to threaten them," the secretary said.

The same technologies DoD uses to target cruise missiles and jam enemy air defenses can be used against U.S. and allied forces, and they're available to the highest bidders, he noted, asking, "How do we mitigate the risk that comes with technology while simultaneously unleashing its promise and potential?"

The answer, he said, is partnership. Investments by DoD and government agencies have historically played a role in helping to spur ground-up technological innovation in Silicon Valley and on the Stanford campus, Carter said. Vint Cerf, father of the Internet, did that work and more while he was a Stanford assistant professor and a researcher at the Defense Advanced Research Projects Agency, the secretary said.

DoD-funded Innovation

The Global Positioning System began as a defense-driven project, work on Google's search algorithm was funded by a National Science Foundation grant, and most technologies used throughout Silicon Valley can be traced back to government or DoD research and expenditures, Carter said.

"Developers of multitouch [interaction] worked together through a fellowship funded by the National Science Foundation and the CIA," he added.

"iOS's Siri grew out of ... decades of DARPA-driven research on artificial intelligence and voice recognition, [and] a specific DARPA project funded through [SRI International, formerly the Stanford Research Institute] to help develop a virtual assistant for military personnel," the secretary said. "And Google's self-driving cars grew out of a DARPA Grand Challenge."

DoD, other federal agencies, and tech companies helped to ignite the spark, Carter said, but Silicon Valley companies nurtured the flame and created unimaginable applications.

But the Defense Department still makes up half of federal research and development—about \$72 billion this year, he said. And \$12 billion in research and development funds support breakthrough science and technology research at universities, companies, and DoD labs across the tech community.

For example, he said, several Stanford scientists have worked with DARPA, and over the past three years, DARPA has partnered with nearly 50 different public- and private-sector research entities in Silicon Valley.

"These relationships are really valuable to us," Carter added, "and I intend to continue to nurture them."

Disaster-response Robots

In June, the results of such partnerships will come together during the DARPA Robotics Challenge Finals in Pomona, California.

At the competition, work on smaller sensors, pattern-recognition technology, big-data analysis, and autonomous systems with human decision support will fuel a competition of 25 robots from around the world. Each human-robot team



Defense Secretary Ash Carter holds up a copy of his doctoral thesis as he delivers a lecture titled "Rewiring the Pentagon: Charting a New Path on Innovation and Cybersecurity," at Stanford University in Stanford, California, April 23, 2015. The lecture highlighted the Pentagon's new cyber strategy and innovation initiatives.

DoD screen shot

will try to navigate a simulated disaster area so that during future disasters such technology may be ready to help without putting people at risk.

But to stay competitive and stay ahead of threats, DoD must do even more, Carter said, "and that starts with our people, who are our most important asset both in Silicon Valley and in the military."

Who they are and where they are affects the Department's ability to innovate, the secretary said, and that's the rationale behind some initial steps he's taking starting today to help the Department attract new people with talent and expertise "and who want to contribute to the Force of the Future, even if only for a time or a project."

In one such effort, the Department is establishing a DoD branch of the U.S. Digital Service, an outgrowth of the tech team that helped to rescue healthcare.gov, the secretary said.

The team will help to solve some of DoD's most intractable IT and data problems, Carter said, noting that "we have our very first team ... already in the Pentagon working on trans-

ferring electronic health records from DoD to the [Department of Veterans Affairs].”

U.S. Digital Service

Calling the U.S. Digital Service “a wonderful opportunity to try out public service,” Carter told the audience they can go to <http://whitehouse.gov/usds> to learn more.

Another initiative Carter announced today takes advantage of the elements that make Silicon Valley “a nexus for innovation”—an experimental Silicon Valley partnership called the Defense Innovation Unit-X, or DIUX. The unit will scout emerging and breakthrough technologies and build direct relationships to DoD.

This is “first-of-a-kind [partnership] for us, staffed by some of our best active-duty and military personnel, plus key people from the reserves who live here, who are some of our best technical talent,” Carter said.

Building New Relationships

The team will strengthen existing relationships and build new ones while functioning as a local interface node for the rest of the Department, the secretary said. Down the road, he added, “they can help startups find new work to do with DoD.”

Next, Carter said, the Department will open a door in the other direction, from our best government technologies to industry and then back.

An existing program called Secretary of Defense Corporate Fellows sends about 15 DoD people a year out to commercial companies such as Oracle, Cisco, FedEx, and others, he said. “Right now we don’t effectively harness what they’ve learned when they come back, ... so we’re going to try expanding that fellows program into a two-year gig—one year in a company and one year in a part of DoD with comparable business practices,” the secretary said. “That way, we have a better chance to bring the private sector’s best practices back into the Department.”

To invest in the most promising emerging technologies, Carter said, the Department needs the creativity and innovation that comes from startups and small businesses. “This is particularly important, because startups are the leading edge of commercial innovation,” he said, “and right now, DoD researchers don’t have enough promising ways to transition technologies that they come up with to application. I want to fix that too.”

Borrowing on the success of an intelligence community partnership with the independent nonprofit startup-backer In-Q-Tel, Carter said the Department has proposed and In-Q-Tel has accepted, a pilot project to provide innovative solutions to DoD’s most challenging problems.

The Department will make a small investment with In-Q-Tel to leverage the nonprofit’s proven relationships and apply its approach to DoD, he added.

The Best Partners

“As secretary of defense, my mission is to make sure our military can defend our country ... and we’re at our best when we have the best partners,” Carter said. “Knowing how we’ve worked together in the past and how critical your work is to our country, strengthening this partnership is very important to me.

“We have a unique opportunity to build bridges and rebuild bridges [in the commercial tech sector] and renew trust,” he continued. “That’s why I’m visiting some other companies here this afternoon and meeting with a group of tech leaders tomorrow. I want to learn how in the years to come a new level of partnership can lead to great things. That’s what’s possible through partnership.”

Air Force Will Defend, Boost Space Assets, General Says

*DOD NEWS, DEFENSE MEDIA ACTIVITY (APRIL 28, 2015)
Jim Garamone*

WASHINGTON—Space is absolutely vital to the American way of life and it is also vital to the protection of the nation, the commander of Air Force Space Command told the Defense Writers’ Group here this morning.

“The job of the United States military is to prepare for the threats you see, and the threats that may be coming,” said Air Force Gen. John E. Hyten. “We’re aggressively looking at our current capabilities and our future capabilities to figure out what we have to do to prepare for those threats.”

The threats are real. In 2011, China demonstrated an anti-satellite capability by destroying a satellite more than 500 miles in space. Russia and China have looked at laser weapons and at microsatellites. The weapons are still in development, Hyten said, “but they are very close to fruition, and we need to be prepared for that.”

Moving forward, the Air Force is looking at the next generation of satellites and ensuring they will be more resilient and have more defensive capabilities built into them, he said.

"As we look at our response options we are going to ensure we have real time command and control capabilities in our command and control centers," the general said. He also promised to build up the command and control centers, and noted that the fiscal year 2016 budget request asks for funding for this.

Change is Coming

Hyten said he aims to shake things up in the space world. "We've become very comfortable in the status quo," he said. "Space Command was created in 1982. So it's the oldest stateside major command in the Air Force.

"When we started, none of the stuff we operate existed," Hyten continued. "We had weather satellites, radars, early warning systems—that was it. The people in my command have basically developed the capabilities that fundamentally changed warfare forever, and we won't go back."

Yet, "now the hard part is convincing my airmen and the culture at large that we have to change," he said. "The biggest concern I have is not pushing down new ideas, but pulling up new ones out of some very innovative people who are just growing comfortable with the status quo. We have to get back to that sense of innovation, back to the ways of creating something new."

Hyten said he wants people to try new methods and exploit new technologies. He wants people to look at older technologies in new ways and perhaps with new purposes. He mentioned chip scale atomic clocks—accurate timepieces that can be used for a number of military applications from preventing improvised explosive device detonation to ensuring uninterrupted communications.

As the commander of Air Force Space Command, Hyten also has responsibility for the Service's cyber mission. Cyber protection is part of every decision on space systems, he said. "There are millions of probes every year into our networks, from every corner of the world," he said. "One of the reasons we have a very robust network and a very robust cyber protection capability is because of those continuous probes."

Hyten said the probes originate with nations all the way through criminal networks to just curious individuals. "If you think you're safe in cyber, then when you wake up tomorrow everything is different," he said. "Cyber changes that fast. You can never feel too comfortable in cyber."

Improved Efficiency

And the command is well situated to move forward, the general said. "Seven or eight years ago, think about space programs ... all the programs were fundamentally broken," he said. "Disaster."

The space programs all had overruns, Hyten said. "We weren't launching anything. We weren't delivering anything," he said. But over the past four years, the space investment budget has gone from \$8 billion a year to \$6 billion, "and we didn't cut a thing out. We actually took money out of the budget and kept delivering all the capabilities," he said.

These included such programs as the space-based infrared system and the global positioning system block 2 satellites, Hyten said. "We actually added the space fence into that portfolio," he said, adding that the once "out of control" evolved expendable launch vehicle is now under control.

"Now as we look at the threats we have to pursue, all—up to the president of the United States—have recognized we have to put money into that capability," the general said. "The administration has announced an additional \$5 billion coming at our response to the threats we see out there."

Department of the Navy Announces 2015 Young Investigators

OFFICE OF NAVAL RESEARCH (APRIL 30, 2015)

Tammy White

ARLINGTON, Va.—It's a career-defining moment for 36 college and university faculty April 30, as the Department of the Navy announces the recipients of its 2015 Young Investigator Program, one of the oldest and most selective scientific research advancement programs in the country.

Collectively, awardees will receive \$18.8 million in grants to fund research across a range of naval-relevant science and technology areas. This is a banner year for the program, administered by the Office of Naval Research (ONR), which increased funding by 50 percent over last year.

"These recipients demonstrate the type of visionary, multi-disciplinary thought that helps the U.S. Navy anticipate and adapt to a dynamic battlespace," said Dr. Larry Schuette, ONR's director of research. "The breadth of their research and combined value of awards underscore the significance the Navy places on ingenuity, wherever it's harbored, and support the framework for a Naval Innovation Network built on people, ideas, and information."

This year's candidates were selected from 383 research proposals based on merit and potential breakthrough advances

for the Navy and Marine Corps. All are college and university faculty who have obtained tenure-track positions within the past five years.

The Young Investigator Program is designed to promote the professional development of early-career academic scientists—called investigators, or YIPs—both as researchers and instructors. For awardees, the funding supports laboratory equipment, graduate student stipends and scholarships, and other expenses critical to ongoing and planned investigational studies.

Winners represent 31 academic institutions across the country in disciplines including nanoelectronics, robotics, machine learning, biofilm mechanics, acoustics, structural and fluid dynamics, quantum science, ocean-atmospheric interaction, solar cells, large data simulation, communication, neural and cognitive science, and undersea technologies. Each selectee receives annual monetary awards over a three-year period for research efforts that hold promise in advancing naval technology.

The 2015 YIP winners are:

Dr. Joseph Bardin, University of Massachusetts Amherst
Dr. Danielle Bassett, University of Pennsylvania
Dr. Simone Baumann-Pickering, University of California, San Diego
Dr. Michael Bell, University of Hawaii
Dr. Emma Brunskill, Carnegie Mellon University
Dr. Luis Campos, Columbia University in the City of New York
Dr. Yuejie Chi, Ohio State University
Dr. Matei Ciocarlie, Columbia University in the City of New York
Dr. Morris Cohen, Georgia Institute of Technology
Dr. Aaron Cramer, University of Kentucky
Dr. Emily Fox, University of Washington
Dr. Mohammad Hafezi, University of Maryland College Park
Dr. Niels Holten-Andersen, Massachusetts Institute of Technology
Dr. Taylor Hughes, University of Illinois
Dr. Christine Ikeda, University of New Orleans
Dr. Sinan Keten, Northwestern University
Dr. Lu Li, University of Michigan
Dr. Nanshu Lu, University of Texas at Austin
Dr. Stephen Lynch, Pennsylvania State University
Dr. Nina Mahmoudian, Michigan Technological University
Dr. Ali Mani, Stanford University
Dr. Jason Marden, University of Colorado
Dr. Sara Mednick, University of California
Dr. Majid Minary-Jolandan, University of Texas at Dallas
Dr. Austin Minnich, California Institute of Technology

Dr. Jelani Nelson, Harvard University
Dr. Evan Reed, Stanford University
Dr. Walid Saad, Virginia Polytechnic Institute and State University
Dr. Themistoklis Sapis, Massachusetts Institute of Technology
Dr. Hyodae Seo, Woods Hole Oceanographic Institution
Dr. Emily Shroyer, Oregon State University
Dr. Yonas Tadesse, University of Texas at Dallas
Dr. Tadd Truscott, Utah State University
Dr. Harris Wang, Columbia University in the City of New York
Dr. Fengnian Xia, Yale University
Dr. Fuzhong Zhang, Washington University

Over the years, research by YIP recipients has led to breakthroughs in nanoscience, fiber-laser systems, ultrafast optoelectronic devices, and more.

The Young Investigator Program began in 1985 when ONR selected 10 winners. Since then, the program has grown steadily to include a total of 656 recipients, representing institutions of higher education from across the nation.

ONR provides the science and technology necessary to maintain the Navy and Marine Corps' technological advantage. Through its affiliates, ONR is a leader in science and technology with engagement in 50 states, 55 countries, 634 institutions of higher learning, non-profit institutions, and over 960 industry partners. ONR, through its commands including headquarters, ONR Global, and the Naval Research Lab in Washington, D.C., employs more than 3,800 people, comprising uniformed, civilian, and contract personnel.

For more news from Office of Naval Research, visit <http://www.navy.mil/local/onr/>.

Navy Innovators Explore Fleet Applications of 3D Printing

NAVY NEWS SERVICE (MAY 1, 2015)

Tammy Van Dame

WEST BETHESDA, Md.—Self-sustaining ships, bio-printing, and even energetics such as munitions topped the list of what Navy leaders envision their additive manufacturing future may look like during a meeting here this week that explored the implementation of 3D printing to the fleet.

Nearly 200 participants representing a broad spectrum of stakeholders from engineers and scientists to acquisition professionals and 3D-printing practitioners discussed Navy applications of additive manufacturing (AM), often referred to as 3D printing, at the 2015 Naval Additive Manufacturing

Technical Interchange (NAMTI) meeting at Naval Surface Warfare Center—Carderock, April 28–30.

“This is not as far off as you think,” said Vice Adm. Phillip Cullom, deputy chief of Naval Operations for Fleet Readiness and Logistics, in his keynote address. “Soon there will be no physical tether to the supply chain. People thought the same about the early days of nuclear power.”

Cullom ended his address by having the entire audience stand so he could designate them as Navy AM Plank Owners. “The future of the naval force is in your hands,” he said.

The group also heard from other senior leaders on their vision and implementation plans for AM.

“We need to focus on identifying promising applications and making progress on how we incorporate AM into our production and sustainment processes,” Dr. Thomas Killion, acting director of technology, Office of Naval Research, who participated in the AM Executive panel together with Vice Adm. David Dunaway, commander, Naval Air Systems Command, and Rear Adm. Bryant Fuller, deputy commander, Ship Design, Integration and Naval Engineering, Naval Sea Systems Command.

Dunaway asked the group to “dump their small rice bowls into one big one,” and called on the group to form “a government consortium to get our heads around requirements.”

Fuller asked the group to explore the “judicious management of risk” taking aspects of both physical and digital risks into consideration while maintaining engineering expertise and technical excellence.

The panel agreed a Navy AM way ahead, which is one of the ongoing efforts of NAMTI, needs to be developed. Killion called a plan the key to future success. The panelists encouraged the group to continue their collaboration leveraging other services, industry, and academia as they move forward.

In addition to the leadership panels, the 2015 NAMTI meeting held several focused breakout sessions to tackle specific issues including life-cycle management, advanced technologies, digital thread, qualification and certification, and workforce development. The group also advanced several science and technology efforts, which began during the first meeting in 2014. The participants will continue to work on ideas developed during the meeting in smaller, focused forums.



BETHESDA, Md. (April 28, 2015). Vice Adm. Philip H. Cullom, deputy chief of naval operations for fleet readiness and logistics, starts the 2015 Naval Additive Manufacturing Technical Interchange (NAMTI) at Naval Surface Warfare Center, Carderock. This three-day event brings almost 200 Navy engineers and scientists together for collaboration, discussions, and workshops to advance and accelerate the introduction of additive manufacturing, also known as 3D printing, into Naval weapons systems.

U.S. Navy photo by Devin Pisner

Air Force Small Business Program Drives Competition, Develops Industrial Base

66TH AIR BASE GROUP PUBLIC AFFAIRS (MAY 1, 2015)

Justin Oakes

HANSCOM AIR FORCE BASE, Mass.—Hanscom Air Force Base specializes in acquiring and managing weapons systems used by U.S. warfighters. And like other acquisition-centered installations, there are many aspects that go into developing, deploying, and sustaining these vital assets.

As the Air Force works to enhance its capabilities and plan for the long term, the Service recognizes the need for innova-

Acquisition & Logistics Excellence

tive solutions at affordable prices—and to aid in this effort, the Air Force is looking to small businesses.

During a visit to Hanscom AFB last week, Mark Teskey, the Air Force's Small Business director, engaged with Life Cycle Management Center program managers, engineers, and contracting airmen, reinforcing the branch's stance on small business participation.

"The federal government overall is focusing on small business participation, not just the Air Force and Department of Defense," said Teskey, who is responsible for policy, advising and executing all Small Business program matters for the Department. "For us, it's all about developing our industrial base and creating competition. Simply put, small businesses are key to driving competition."

But how does competition relate to the bigger picture? According to Teskey, it's directly tied to the country's national and economic security.

The purpose of the Small Business program is to develop that aspect of the industrial base so there's competition—a duty levied by Congress on the government.

"If we don't have a competitive industrial base, we can't affordably produce the things that keep us economically and nationally secure," Teskey said in an interview during his visit to Hanscom.

Currently, the Air Force has approximately 170 Small Business specialists spanning the country, who advise program managers on what is available and what can be done within



Mark Teskey, Air Force Small Business director, speaks with Maj. Gen. Craig Olson, C3I and Networks program executive officer, at Hanscom Air Force Base, Mass., April 29. Teskey visited the acquisition-centered base to discuss the importance of small business participation and how it leads to facilitating competition.

U.S. Air Force photo by Mark Herlihy

the commercial marketplace. In addition to advising Air Force program managers and leadership, specialists conduct outreach and act as the liaison between the Department and industry.

"A large part of our job is advising, developing policy for programs, market research, and outreach," said Bill Donaldson, Small Business director at Hanscom AFB. "We have to understand what the programs need, and we have to understand what industry can deliver, then try to pull it all together."

For the Battle Management and Command, Control, Communications, Intelligence and Networks Directorates managed at Hanscom, there was a combined small business obligation to the tune of \$214 million in fiscal year 2014.

Both directorates significantly surpassed their goals. "Mr. Wert and Gen. Olson have had some very good successes, and they're driving a culture change that is really valuable," Teskey said. "They're developing the requirements in a different way in concert with industry and setting a great example."

According to Teskey, not all programs are well-suited for small businesses, but for those that require agility as well as innovation, there can be great value added.

"Small businesses are not constrained—they rebound faster when changes are needed," Teskey said. "They're more nimble—mostly capability with little overhead—and they can react quickly and responsively."

"We need to crack the code on trying to create more competition, which I believe is at the small business margin on a lot of these large proprietary programs."

While driving competition was certainly a key component of his discussions during the visit, Teskey also made note of several current and upcoming initiatives within the Small Business field.

Among those is creating a new Small Business career field, updating both Air Force and DoD instructions and formation of Defense Acquisition University courses, with the first set of classes slated for FY16.

"I think we need to continue to foster an environment where we collaborate internally in the government and with industry," Teskey said. "We have to immerse ourselves in the programs and understand what we need and what industry can deliver. The Small Business program is an industrial base

development program, and we have a responsibility as an institution to develop our competition so that we can get what we need. We have a responsibility to tend to the entire industrial base, the small and the big, and create competition that makes sense so that we have a healthy, competitive base that protects our economic and national security."

Global Strike Maintainers Win 2014 AF-level Maintenance Award

AIR FORCE GLOBAL STRIKE COMMAND PUBLIC AFFAIRS (MAY 4, 2015)

Carla Pampe

BARKSDALE AIR FORCE BASE, La.—The men and women of Air Force Global Strike Command's Logistics, Installation and Mission Support Directorate recently earned the 2015 Gen. Wilbur L. Creech Maintenance Excellence Award.

The award is given to the major command demonstrating the most improved performance in the category of aircraft maintenance and logistics readiness for each fiscal year.

During the time period of Oct. 1, 2013, through Sept. 30, 2014, AFGSC significantly improved the logistics and aircraft maintenance performance for the B-52H Stratofortress (56), the B-2A Spirit (19), and the UH-1N Iroquois (25).

"The men and women of AFGSC are very excited about winning the 2014 Gen. Creech award and it is a true testament of our airmen's hard work," said Lawrence Kingsley, the director of the A4/7 logistics, installation, and mission support directorate. "Through close relationships with each wing, our staff has and will continue to aggressively work sustainment issues with our partners in Air Force Materiel Command to ensure we are not only meeting today's needs, but accurately forecasting tomorrow's requirements."

He added that the metric improvements cited in this award were a culmination of remarkable logistics efforts by the enterprise.

Contributing to the award was an active involvement by the team of A4 and A5 professionals, which highlighted opportunities to improve support at the tactical level, said Col. Carey Tucker, the A4/7 deputy director.

"As an example, the B-52 team identified a window shortage and worked directly with the System Program Office Defense Logistics Agency to streamline the inspection requirements," Tucker said. "These actions shaved months off of estimated deliveries and resolved the shortfall."



Air Force Assistant Vice Chief of Staff Lt. Gen. Stephen Hoog (right) presents the Gen. Wilber L. Creech Maintenance Excellence Award to Maj. Gen. Keith Kries (center) on behalf of Air Force Global Strike Command, during a ceremony in the Pentagon, Washington, D.C., April 28, 2015. The award recognizes the major command demonstrating the most improved performance in aircraft maintenance and logistics readiness in a given fiscal year. Also pictured is Dr. James G. Roche who was the 20th secretary of the Air Force.

U.S. Air Force photo by Jim Varhegyi

In order to determine what improvements needed to be made, monitoring of fleet-wide metrics was done on a daily basis.

“Through daily wing interaction and extensive analysis, our staff is intimately aware of and aggressively works to resolve logistics challenges,” said Steve Brunts, the aircraft maintenance division chief. “In addition to working current supply drivers, the enterprise is also focused on attacking tomorrow’s supply shortfalls through predictive analysis with the goal of having contracts and stock levels in place to meet future demands.”

The AFGSC team had to overcome a number of challenges, which helped contribute to their winning the Creech award.

From March to November 2014, Minot’s runway was closed for repair. As a result, the 5th Bomb Wing had to operate

from three different locations.

“This created strain on manpower, supply, and equipment while continuing to meet AFGSC, [U.S. Pacific Command] and [U.S. Strategic Command] requirements,” Brunts said. “We had to take an unprecedented approach to ensure our nuclear commitment was met. This was accomplished through extraordinary maintenance actions that kept the aircraft in flying condition despite not having an operational runway.”

Another challenge was the operational loss of UH-1N helicopters. “Since 2010, AFGSC has experienced two aircraft mishaps with the most current in 2013. With the efforts of our staff, a fast-track approval to repair a crash damaged UH-1N in lieu of disposal was obtained and is scheduled to deliver in November 2015,” Brunts said. “Additionally, a replacement aircraft was

moved from another command to ‘fill the gap’ until the repaired aircraft is returned.”

Kingsley said winning the award is really is a testament to the entire aircraft sustainment enterprise.

“It starts with the exceptional maintenance execution accomplished by the maintainers in the wing with the support of the headquarters staff and the [Air Force Materiel Command] sustainment team,” he said. “This is truly an enterprise accomplishment that embodies a team effort. An award like the Gen. Creech gives us confidence that as a focused team, we’re meeting our goals and the mission of the Air Force and this nation.”

Academy Wins DARPA Challenge

U.S. AIR FORCE ACADEMY OFFICE OF RESEARCH (MAY 8, 2015)

Amy Gillentine

U.S. AIR FORCE ACADEMY, Colo.—The U.S. Air Force Academy won the Defense Advanced Research Projects Agency's Innovation Challenge for the second year in a row, Academy officials said May 6.

Lt. Col. Tim Jung, an Academy aeronautical engineering professor, led a team of 10 cadets who won the challenge with their design of a micro air vehicle that can sniff out chemical concentration levels in an explosive cloud.

"There are countries that have stockpiles of chemical weapons," said Dr. Jim Solti, the Academy's chief scientist. "We can't target those stockpiles because we can't say for sure it won't release a poisonous cloud that will drift and harm U.S. forces or civilians."

The research team has started to solve this problem by creating a micro air vehicle and delivery system that is deployed from a canister. The canister releases hundreds of sensors in waves so a significant portion of the poisonous cloud is covered.

"That's really what's innovative," Jung said. "If we know exactly where the cloud is, we can deploy them quickly. If we don't have very precise information, we can deploy [the micro air vehicles] slowly."

It's the second year Academy cadets have worked to find the right solution to measuring chemicals after explosions, a problem the Defense Department has tackled for years.

"Currently, we fly a single drone inside and it measures very little," Solti said. "It could miss all the chemicals completely. It's like taking a soda straw-size sampling of a football field and saying you know the exact makeup of the football field, based on that single sample."

Known as the Sensing Unguided Recon Gliders (SURG), the team competed against two other Academy teams and teams from the U.S. Military Academy and the U.S. Naval Academy.

DARPA officials designed the Innovation Competition to challenge cadets and midshipmen at the military academies to solve perplexing problems with innovative solutions.

"We were surprised when we won," Jung said. "There were teams that had some really excellent engineering. Our solution met the criteria. It was beneficial to the warfighter and

innovative. I had a great team of cadets this year—the right mix of fun and really hard work. They fully embraced this project."

Next year, Jung plans to have cadets design parachutes for the gliders so gusts of wind can't blow them off course.

"They're unguided," he said. "So wind can blow them out of the cloud and they can hit each other. We want them to be inside the cloud, sampling the air. I'm thinking some sort of parachute could help them glide more smoothly."

Last year, Lt. Col. A.J. Rolling, an Academy assistant professor of aeronautics, and his cadet team won the challenge for a patented engine-and-wing design for aircraft that could save millions in fuel costs by redirecting excess air into the engine, increasing thrust while also reducing drag.

The cadet researchers are Cadets 1st Class Alex Carlson, Bobby Larson, Dan Putney, Andrew Miller, Ryan Lynch, Richard States, Ian Day, Josh Castagnetta, Dylan Juedeman, and Aaron Macy.

First DoD Lab Day Shows Off Warfighter Technology

DOD NEWS, DEFENSE MEDIA ACTIVITY (MAY 14, 2015)

Cheryl Pellerin

WASHINGTON, May 14, 2015—Robots, medical advances, high-tech versions of warfighter tools, and more were on display at the Pentagon during the Defense Department's first "Lab Day."

Some of the Department's top officials also were there, including Deputy Defense Secretary Bob Work and Undersecretary of Defense for Acquisition, Technology and Logistics Frank Kendall, who hosted the event.

The event began in the morning, with dozens of booths lining the roads and sidewalks in the Pentagon's center courtyard and the south parking area. The booths held exhibits highlighting the research and development work of Army, Navy, and Air Force laboratories and medical scientists.

Kendall said Lab Day is the first in an ongoing outreach campaign that ties together science and technology efforts across the defense research and engineering enterprise.

Three Big Reasons

"We're gathered here today for three big reasons," Kendall told an audience that included service members, DoD employees, members of Congress, local science and technology high-school students, media, and special guests.



Air Force 1st Lt. Caroline Kurtz, a human factors engineer with the Air Force Research Laboratory, briefs Deputy Defense Secretary Bob Work on wearable technology systems as he tours exhibits during DoD Lab Day at the Pentagon, May 14, 2015. At center is behavioral scientist Air Force 2nd Lt. Anthony Eastin.

DoD photo by Glenn Fawcett

“We wanted to show the groundbreaking work going on at DoD labs, recognize the best of the best, and showcase the specific projects and demonstrations that we’re working on in the world of science and technology,” he said.

Kendall said the Department has thousands of scientists working at DoD labs in 22 states, producing things such as the Internet, the Global Positioning System, car and truck back-up sensors, Ebola virus disease containment, a mobile capability for destroying chemical material stockpiles, night-vision goggles, emergency-room best practices, and more.

“What we see today is innovation in the foreground,” Kendall said.

Depending on Technology

The Department and its warfighters depend on so many different technology areas, and in those areas the United States must be stay ahead of everyone else, he added.

In Kendall’s tour of the exhibits, he saw aerospace technology, safer helmets, and other personal protection gear, and advances in autonomy such as the Navy’s unmanned jet ski; the Marine Corps’ semi-autonomous robots for reconnaissance, surveillance, and target acquisition; and the Air Force’s remotely piloted “Vigilant Spirit.”

“All these things and many more allow our warfighters to have the cutting-edge capabilities they really need,” Kendall said, “and laboratory innovation is at the forefront of that.”

In his remarks, Work welcomed Lab Day participants on behalf of Defense Secretary Ash Carter, who was at Camp David, Maryland, that day meeting with members of the Gulf Cooperation Council.

Special Welcome

“He wanted me to extend his personal thanks for all of you for coming out today, and his personal thanks for everything that you do,” Work said, adding a special welcome for the

local high-school STEM—science, technology, engineering, and math—students.

“You represent the next generation of scientists and engineers,” Work told them. “You’re going to help out the country no matter what, but we hope that after seeing some of the things here today you might at least contemplate coming into the Department of Defense and helping us solve many of the problems we’re facing.”

Even more exciting than the advanced technology he saw today were the young people who demonstrated and explained the technology, Work said.

Warfighting Edge

“They represent the best that our country has to offer,” the deputy secretary added. “They help give our service members a warfighting edge and they help keep our country and all of our citizens safe.”

During his tour of the exhibits, Work said he saw advanced armor, new night-vision devices, and lifesaving medical instruments, all demonstrating the leading edge of technology.

“You represent the best of about 38,000 scientists and engineers in more than 60 DoD labs across the country, he added, noting that the scientists “work hard every day to ensure that we retain our technological superiority, to prepare us for an uncertain future and accelerate capabilities that we need to get into the hands of our warfighters.”

Work added, “I firmly believe as does Secretary Carter that we must continue to innovate to protect our country.”

Scalable Quantum Network

Work recognized a combined team of scientists and engineers from the Army, Air Force, and Navy research labs, who won a \$45 million award to the Joint U.S. Service Laboratories to develop the first U.S prototype of a scalable quantum network with memory.

The three-year award is funded by the Office of the Assistant Secretary of Defense for Research and Engineering’s Applied Research for the Advancement of S&T Priorities, or ARAP, program.

Quantum-physics-based computing could increase by a billion-fold computing capability critical to accelerating the building-blocks for game-changing capabilities in command, control, communications, computers, intelligence,

surveillance and reconnaissance, called C4ISR, according to the award document.

The service research labs are collaborating to demonstrate the feasibility of the fully integrated quantum-memory technology.

Focus on Emerging Technologies

“One hundred years ago quantum mechanics was discovered and our understanding of it has developed over the last decade,” Work explained. “It’s the foundation of almost all of our modern technology, and this team is trying to figure out how to encrypt and then transmit information across long-range military networks for the warfighter in a provenly secure and robust fashion.”

Kendall, who announced the winners of the award during his comments, said that under the ARAP program, the Department focuses on emerging technologies that could impact future operational capabilities.

ACC-RI Personnel Receive Acquisition Awards

U.S. ARMY CONTRACTING COMMAND-ROCK ISLAND (MAY 19, 2015)

Liz Adrian

ROCK ISLAND ARSENAL, Ill.—Four acquisition professionals and one team from Army Contracting Command-Rock Island recently received recognition for awards presented by senior acquisition corps leaders.

On April 28, Melanie Johnson, ACC-RI executive director, accepted four of the five awards on behalf of the recipients during the 2014 Secretary of the Army Excellence in Contracting Awards ceremony in Huntsville, Alabama, and presented those awards to the ACC-RI workforce during a town hall on May 6.

The awards were presented by Honorable Heidi Shyu, Assistant Secretary of the Army for Acquisition, Logistics and Technology (ASA(ALT))/Army Acquisition Executive; Lt. Gen. Michael Williamson, Principal Military Deputy to the ASA(ALT)/Director, Acquisition Career Management; Harry Hallock, Deputy Assistant Secretary of the Army for Procurement; and Steve Karl, Director, Life Cycle Logistics Policy.

“It was a very nice ceremony and I am sorry that all of the folks that really won the awards weren’t able to be there to accept them, but I am going to present them here today,” said Johnson. “For those that don’t already know, ACC-RI was awarded five out of the 24 awards, so that was definitely significant.”

Acquisition & Logistics Excellence

Derek Schnorrenberg, contracting officer, was awarded Outstanding Contracting Officer for Specialized Services and Construction Contracting for providing support on three large-dollar aviation service contracts for Special Forces in Africa and Afghanistan. Using his source selection and negotiation skills during the process, Schnorrenberg was able to save more than \$25 million on these contracts.

In addition, Branch E of the Global Reachback Contracting Division was awarded Outstanding Unit/Team Award for Specialized Services and Construction Contracting. During the timeframe considered for the nomination, this 24-member team of civilian and military professionals awarded approximately 640 mission-essential transportation requirement actions, with total obligations exceeding \$170 million and contracts valued in excess of \$400 million.

The branch's personnel handled contracts with a global footprint that included ground transportation, port operations, and aviation requirements. The team provided support that directly provided for warfighters in vital contingency missions.

During the town hall, there were award recipients who were not on-location to receive the awards. Joan F.S. Wyoske, a former ACC-RI chief who retired in late 2014, and Stephen Dunbar, contracting officer located at the McAlester Army Ammunition Plant, McAlester, Oklahoma, were both honored for their awards.

Wyoske, who served as the ACC-RI Reachback Contracting Closeout Branch chief during the nomination period, received the Ability One Award for her efforts in developing and expanding employment opportunities for the visually impaired in the Ability One Program. During the nomination period, the Ability One staff increased from nine to 17, supporting ACC-RI's Iraq and Afghanistan contract closeout mission.



Heidi Shyu, Assistant Secretary of the Army for Acquisition, Logistics and Technology (ASA[ALT])/Army Acquisition Executive and Lt. Gen. Michael Williamson, Principal Military Deputy to the ASA(ALT)/Director, Acquisition Career Management, present Susan McKinnis, former Army Contracting Command-Rock Island Installation Contracting Division Chief with the 2014 Director Acquisition Career Management Award. McKinnis received the award during the 2014 Secretary of the Army Excellence in Contracting Awards ceremony in Huntsville, Alabama, April 28.

Photo by Henry Norton

Dunbar, supervisory contract specialist/procuring contracting officer and chief of the Contracting Office in Support of McAlester Army Ammunition Plant, leads a team of three contract specialists. He was nominated for his excellent customer support and ability to work through unique situations while acting with integrity while developing and implementing innovative solutions.

Susan McKinnis, chief of the Installation Contracting Division during the nomination period, also attended the ceremony in Huntsville alongside Johnson to receive the 2014 Director Acquisition Career Management Award, which recognized her 37 years of outstanding federal service.

During the course of her career, McKinnis rose from intern to division chief, amassing vast knowledge of contracting and technical competence. She was instrumental in the development of the LOGCAP IV acquisition strategy, which laid the foundation for the largest source selection in the history of the Army. McKinnis also actively supported small business, encouraged employee development, and was committed to Equal Employment Opportunity.

Streamlined Acquisition Process Nets Results for Land and Maritime

DEFENSE LOGISTICS AGENCY NEWS RELEASE (MAY 21, 2015)

Michael Molinaro

By increasing productivity and putting an emphasis on automation, the Defense Logistics Agency's Time to Award initiative is one of the primary focuses of DLA Land and Maritime's workforce.

Matched with the Department of Defense's acquisition efficiency initiative Better Buying Power 3.0, Time to Award strengthens the organization's ability to realize savings, avoid costs, and improve warfighter support.

"Enterprise-wide aggressive goals were established when Time to Award was introduced, but the associates at DLA Land and Maritime have stepped up to the plate in a big way and delivered," said DLA Land and Maritime Commander Navy Rear Adm. John King. "We foster an environment that unlocks the full potential of our workforce, enabling them to achieve peak performance and meet efficiency challenges such as Time to Award. It's important that this organization continues to make good, smart decisions while keeping our customer and readiness focus."

Time to Award began in 2013 to improve agency contract award procedures and better support warfighters. The agency took a look at the average time it took to award contracts from October 2011 through March 2013, established a baseline, and set new goals to anticipate the changing needs of customers while aligning its goals, processes, and performance with those needs.

Standardized processes were developed to streamline the acquisition process agency-wide in order to reduce the amount of time spent on awarding a contract. At DLA Land and Maritime, a Time to Award working group was re-

sponsible for "game changing, strategic process changes," according to Mindy Tisone, procurement analyst. Some of these changes included modifications to associate performance plans, reductions in automated solicitation periods, and purchase request regeneration.

Land and Maritime has reduced automated lead times by 39 percent, or seven days, from the baseline of 18 days to 11 days as of April 2015, Tisone said. Getting vital spare parts, such as pipes, tubing, microcircuits, and fuses to ships, tanks, and wheeled vehicles sustains warfighters in an era of complex, competing, and often urgent needs.

"Automation is a huge part of Land and Maritime's ability to procure items in an efficient and timely fashion," Tisone said. "Ninety-nine percent of Land and Maritime's procurements are below the simplified acquisition threshold of \$150,000. Of that population, 90 percent are solicited through our automated system. This process allows us to maintain a lean, effective workforce and deliver quality material in a timely manner to our warfighter."

Equally important is the awarding of long-term contracts. LTCs are for high-frequency, high-demand items, Tisone said. Land and Maritime is using continuous process improvement metrics as it increases its focus and resources on LTCs. Since the inception of the Time to Award initiative, LTCs under \$10 million have decreased by 53 percent. A baseline of 494 days was established, and in April that average was reduced to 233 days to the award.

Looking ahead, Land and Maritime leaders will engage the workforce, requesting feedback on the program to keep processes and techniques fresh and effective. From simplification of rules to increasing automation output, associates look forward to eliminating unproductive processes as Land and Maritime pursues the goals of Better Buying Power.

Wolfenbarger Wins Air Force Small Business Director's Award

AIR FORCE MATERIEL COMMAND PUBLIC AFFAIRS (MAY 21, 2015)

Stacey Geiger

WRIGHT-PATTERSON AIR FORCE BASE, Ohio—Air Force Director of Small Business Programs Mark Teskey presented Air Force Materiel Command Commander Gen. Janet Wolfenbarger the 2014 Secretary of the Air Force Small Business Director's Beyond Goals Award during a May 20 visit to headquarters here.

This award recognizes outstanding leadership in support of the Air Force Small Business Program. Wolfenbarger was

critical to the program's successes and achievements by increasing small business contract awards through various initiatives, tools, and policies. She demonstrated her commitment to improving the small business program by directing the reporting of small business execution as part of the command's strategic plan. During fiscal year 2014, AFMC achieved \$3.7 billion dollars in small business contracts.

The Secretary of the Air Force Annual Small Business Awards Program recognizes teams and individuals who have contributed significantly to strengthening the industrial base and meeting warfighter needs through an array of small business capabilities that bring innovation, agility, and efficiency. AFMC managed approximately 65 percent of the Air Force contracts and 46 percent of the Air Force small business prime awards.



Mark Teskey, Air Force Director of Small Business Programs, presents Gen. Janet Wolfenbarger, Air Force Materiel Command commander, the 2014 Secretary of the Air Force Small Business Director's Beyond Goals Award.

U.S. Air Force photo by Stacey Geiger