25TH ANNUAL NATIONAL LOGISTICS CONFERENCE & EXHIBITION

"21ST Century Logistics: Vision and Strategies for the 2nd Decade"

Miami, FL

6 - 9 April 2009

Agenda

Tuesday 7 April 2009

"VISION AND STRATEGIES"
Panel Discussion: *"Small Business Interoperability and Opportunity in a Complex Defense Marketplace"*
Panelists:
- VADM Keith Lippert, USN (Ret), Chief Strategy Officer, Accenture National Security Services
- MG Dan Mongeon, USA (Ret), President and CEO, Agility Defense and Government Services
- Mr. Rod Buck, President, The Columbia Group
- Mr. Dick Lohrmann, Principal, Supply Chain and Logistics, Booz Allen Hamilton

Luncheon Speaker
- Honorable Jack Bell, Deputy Under Secretary of Defense, Logistics & Materiel Readiness

Panel Discussion: *"Stabilization and Economic Reconstruction: Logistics Integration"*
Moderator: Ambassador (Ret) David Litt, Executive Director, Center for Stabilization and Economic Reconstruction
Panelists:
- Mr. Gerald Brown, Director, Industry Revitalization, Task Force on Improving Business and Stability Operations in Iraq (TFBSO), DoD
- Mr. Bill Horan, President, Operation Blessing
- Col Stephen Medeiros, USMC, Director ES-Log, USSOUTHCOM

Panel Discussion: *"Multinational Logistics: A Rapidly Evolving, Complex Capability"*
Moderator: Mr. George Topic, Deputy Director for Strategic Logistics, J4, The Joint Staff
Panelists:
- Mr. Gibson LeBoeuf, Vice President, Raytheon Company
- Col F.M. Boomer, Chief of Operational Support Transformation, Canadian Operational Support Command
- RADM Linda Bird, USN (Ret), Director of Logistics Programmes and Operations, NATO Maintenance Supply Agency
- Brig Jonathan Downes, OBE, Head of Defence Logistic Operations and Plans, United Kingdom Ministry of Defence

Wednesday 8 April 2009

"PARTNERSHI PS AND PERFORMANCE"
KEYNOTE SPEAKER
- LT G Kathleen Gainey, USA, Director for Logistics J4, The Joint Staff

Panel Discussion: *"Joint Logistics Leadership Fireside Chat"*
Panelists:
- BG Steven Anderson, USA, Director, Operations and Logistics Readiness, Deputy Chief of Staff, G-4
- VADM Alan Thompson, SC, USN, Director, DLA

Panel Discussion: *"Industry Logistics Leadership Roundtable"*
Moderator: Mr. Louis Kratz, Vice President, Logistics and Sustainment, Corporate Engineering and Technology, Lockheed Martin Corporation

Panel Discussion: *"Operational Logistics Challenges in the Evolving National Security Environment"*
Moderator: Mr. John Johns, ADUSD Maintenance Policy, OSD/L&MR
Panelists:
- Mr. Christopher Lowman, SES, Director of Maintenance, Office of the Deputy Chief of Staff, G4
- MajGen Willie Williams, USMC, Commanding General, MARCORLO GCOM
- Maj Gen Bob McMahon, USAF, Director of Logistics, A-4L, Deputy Chief of Staff of the Air Force
- MG Jerry Johnson, USA, Deputy Chief of Staff, G4, U.S. Army Forces Command
- RDML Andy Brown, USN, Commander, Fleet and Industrial Supply Centers, U.S. Navy
- Mr. Jeff Orner, SES, Deputy Assistant Commandant, Engineering and Logistics, CG-4D, U.S. Coast Guard

Panel Discussion: *"Contracting and Contractor Challenges on the Battlefield - Integrating and Controlling 'The Fifth Force Provider'"*
Moderator: Mr. Gary Motsek, ADUSD, Program Support, OSD/L&MR
Panelists:
- Ms. Kristi Clemens, President, Aegis Defense Services LLC
- RDML Kathleen Dussault, USN, Commander, Joint Contracting Command Iraq and Afghanistan (Invited)
- Mr. Will Moser, Deputy Assistant Secretary for Logistics Management, Department of State
- LT G Rick Hack, USA, (Ret), KBR

Thursday 9 April 2009

"**PEOPLE: THE IMPACT OF EDUCATION AND TECHNO LOGY** "
Panel Discussion: *"Logistics Workforce Education and Human Capital Initiatives: The Impact on People, Processes and Readiness"*
Moderator: LTG Bob Dail, USA (Ret), President, Supreme Group (USA)
Panelists:
- Dr. Paul Needham, National Defense University
- Mr. George Topic, Deputy for Strategic Logistics, J4 Directorate, The Joint Staff
- Mr. J. David Patterson, Executive Director, National Defense Business Institute, College of Business Administration, University of Tennessee, Knoxville
- Mr. Alan Estevez, PADUSD/L&MR
- Mr. Michael Madden, Deputy Commander, MARCORLO GCOM

Panel Discussion: *"Operationalizing Information Technologies: Impact on People, Processes and Readiness"*
Moderator: Mr. Tim Harp, Deputy Assistant Secretary of Defense for C3ISR & IT Acquisition, OSD
Panelists:
- Mr. William Kanotz, Director, Logistics Programs, Surveillance Systems, Northrop Grumman Electronic Systems
- Mr. James Sprang, Autonomic Logistics Information System Program Manager, Lockheed Martin Corporation
- MG Dennis Jackson, USA (Ret), Director, Logistics Transformation, Oak Ridge National Labs
- Mr. Jon Newsom, Sustainment/PBL Solution Principal, SAP Public Services, Inc.

LUNCHEON SPEAKER
- Gen Duncan McNabb, USAF, Commander, USTRANSCOM

Panel Discussion: *"Homeland Defense: People, Processes and Technology in Crisis Response"*
Panelists:
- Mr. Richard Gunderson, Acting Chief Procurement Offices, DHS HQ
- Mr. Jeff Orner, SES, Deputy Assistant Commandant, Engineering and Logistics, CG-4D, U.S. Coast Guard

Joint Log Greatest Hits -- 2009

1.

nabled Joint Log C2 thru Joint Doctrine

The COCOM may elect to assign responsibility to establish a joint command for logistics to a subordinate Service component." JP 4-0 (18 Jul 08)

2.

tood up a Joint Logistics Command in Afghanistan

- *Joint Sustainment Command – Afghanistan (JSC-A) in KAF*
- *1-Star Cmd built around 143rd Expeditionary Sust Cmd (ESC)*
- *Leveraging success of JFSCC in Korea (FOC Sep 07)*
- *JSC-A = Logistics Process (vs. Player) Owner in Afghanistan*

3.

uperb Success of MRAP Joint Program Office

- *Over 15.6K MRAP (5 variants) produced (11.7K OIF; 2.4K OEF)*
- *OR = 94% overall; ASL's tripled + 0 Bal w/ DO cut in half since Sep 08*
- *Huge force protection enabler; many lives saved from IED's*

4.

stablished Joint Expeditionary Basing Work Group (JEB-WG)

Joint Log Honorable Mention -- 2009

1. **DISTRIBUTION OPS (USTC/CDDOC):** Commercial surge capability, TP-4 initiative, OIF Unit Redeployment in 50 days, NDN, etc.
2. **DLA STRATEGIC PARTNERING:** Optimizing Service stock positioning (WRSI, MRAP, etc.); leveraging DLA fwd depots
3. **ENERGY CONSERVATION/PRODUCTION:** JCTD at NTC (wind + solar + micro-grid + foam insulation); theater initiatives
4. **ASSET VISIBILITY:** GCSS-J in CENTCOM + COP development
5. **OPERATIONAL CONTRACT SUPPORT:** Joint Contingency Acquisition Support Office (JCASO); contractor visibility (SPOT)

Continue the trend; Log opns in theater incredibly EFFECTIVE, but Joint Log can empower much needed additional EFFICIENCY

NAMSA
Supporting Multinational Logistics Requirements

Presented to:

25th Annual Logistics
NDIA Conference

Presented by:

Linda BIRD
RADM, SC, USN (Ret)
Director, Logistics Programmes and Operations

Outline

- Overview
- Supporting National Logistics Requirements
- Kandahar Airfield (KAF)
- Future Integrated Logistics Support
- Challenges

Essentials

Mission

- Logistics support to NATO or member states
- Guarantee effectiveness / Maximize efficiency

Role

Close gaps within national / multinational logistics requirements through contracts with industry

Principles

- Consolidate… customer requirements
- Centralize… single face to customers / suppliers
- Competition… International Competitive Bidding

Extension of NATO Armed Forces Logistics

Support Portfolio

Conventional In-service Logistics Support

- Weapon System Partnerships
- SHAPE (common funded programs)
- Other Agencies / Organizations
- eLogistics

Support to NATO Initiatives

- Capability Packages
- Strategic Lift
- Trust Fund Demilitarization
- ISAF Helicopter Initiative

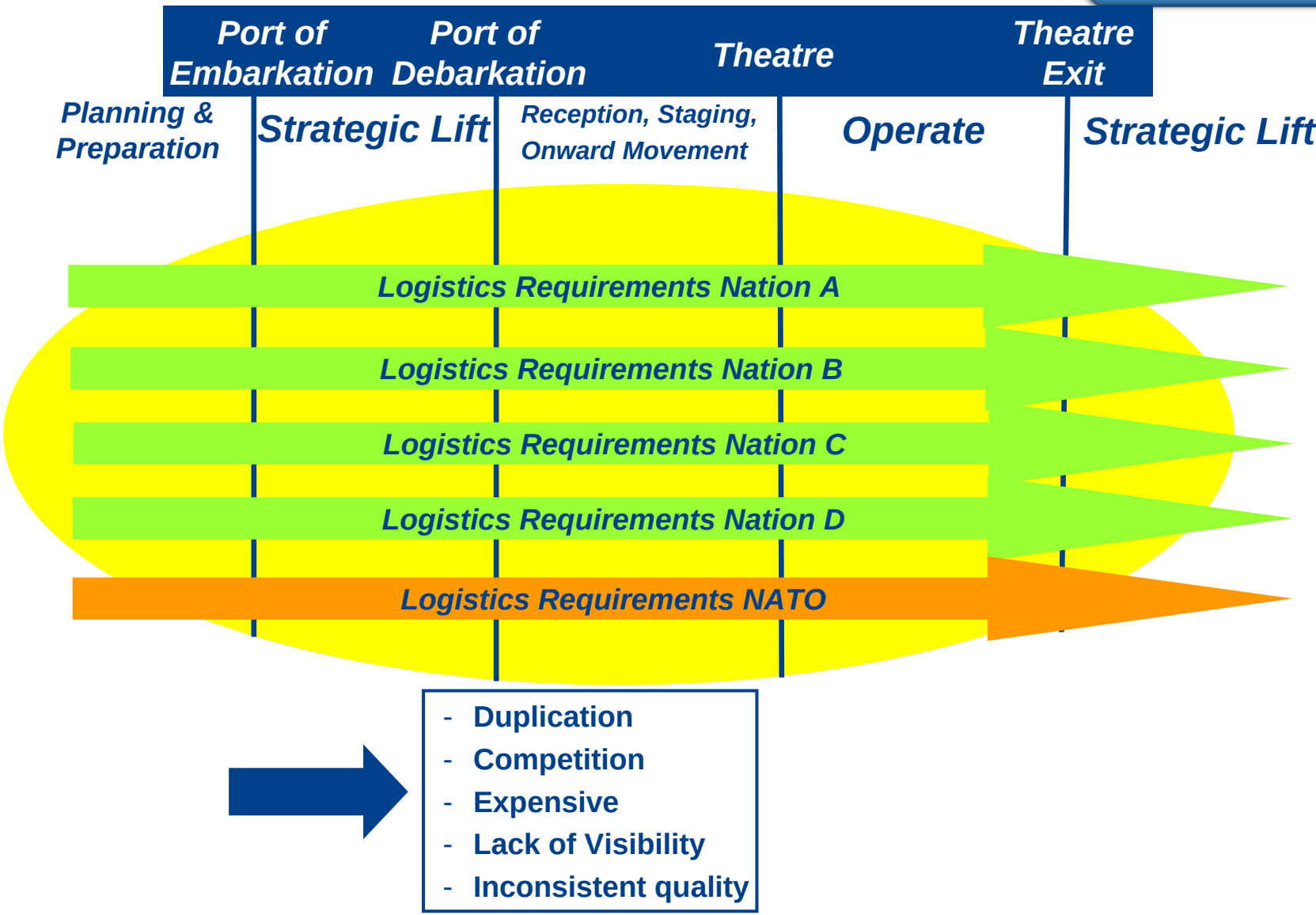
Crisis Response Operations

In-theatre integrated logistics support

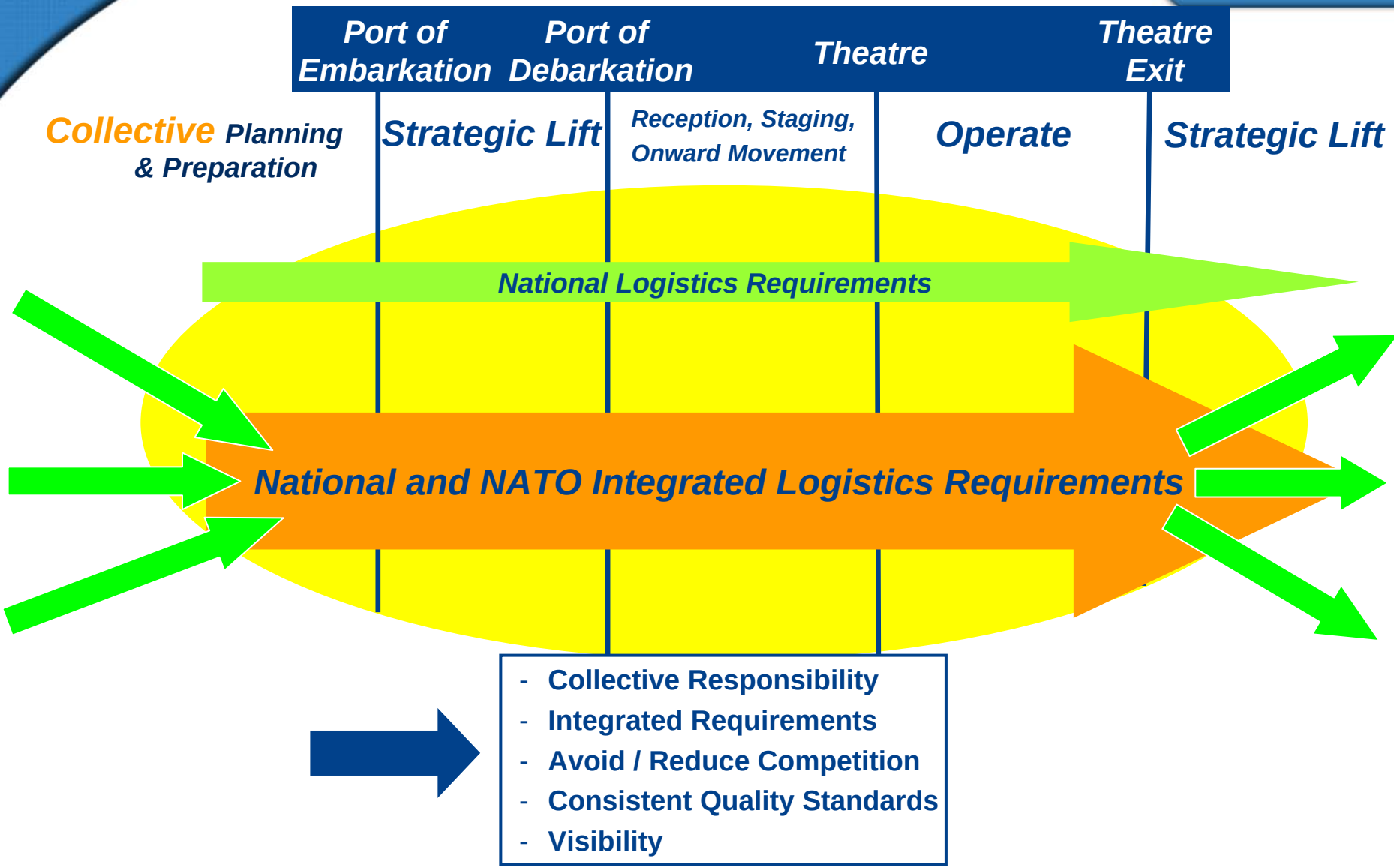
- ISAF
- NATO Response Force
- Humanitarian relief
- Balkans

General Support (In-service) → **Direct Support (In-theatre)**

National Logistics Approach



Multi-National Collective Approach



Kandahar AirField (KAF)

Learning by Doing

Background

- No new Lead Nation after US
- Nations and NATO wanted integrated logistics support
- Tasked NAMSA to integrate National & NATO requirements

Mission

- Deliver contracted logistics support … time, cost, quality

Concept of Support

- Harmonize, not compromise, requirements … Plug & Play
- Integrate multiple contracted providers
- On-site and Reach Back Support – Technical, Contractual, Financial
- One Stop Service for all levels

Trust and Confidence

Future Integrated Logistics Support

	Logistics Requirements							
	Weapon System Maintenance	Services	Supplies	Asset Visibility	Lift	Civil engineering	Infrastructure	Medical
A								
B								
C								
D								
NATO								

Integrated Logistics Support

- **Consolidate requirements**
- **Coordination & Liaison with NATO Military Commands & Nations**
- **In theatre presence (Field Office)**
- **Reach Back**

MN LOGISTICS SUPPORT FRAMEWORK

MN COMBAT FORCES

Challenges

General
- Managing Risk and Complexity
- Capturing Knowledge
- Time, Quality and Cost Friction
- Delegation vs Centralized Control

Multi-National/NATO
- Early Engagement in Collective Planning Process
- Prefinancing
- Boundaries for Contractors … Acceptance of Risk
- Civilian Agencies Supporting Military Operations
- Committee Based Decision Making vs Operational Tempo
- National Autonomy vs Collective Responsibility

NATO's Logistics Agency of Excellence

Presentation to the 2009 National Defense Industrial Association

An Interconnected World Needs Interconnected Logistics

The Canadian Experience

Colonel Michael Boomer
Chief of Operational Support Transformation
Canadian Operational Support Command

Content

- Historical – Why Nations Work Operationally Together but Logistically Apart
- Today's Headlines – Tomorrow's Logistics Problem
- What We Can Do – Realising Short-term Limitations and Long-term Opportunity
- Conclusions

History – Why Nations Work Operationally Together but Logistically Apart

Trust – So easy to say and so hard to practice

- Nationally, the various Armed Services are often unwilling to trust each other let alone another nation's Armed Services
- The question of reciprocity – how do you value the exchange of logistics goods and services to ensure some reciprocity?
- Return for the nation's taxpayer – the fear of freeloading

Today's Headlines –

Tomorrow's Logistics Challenges

Today's Headlines – Tomorrow's Logistics Challenges

Piracy off the Somali Coast

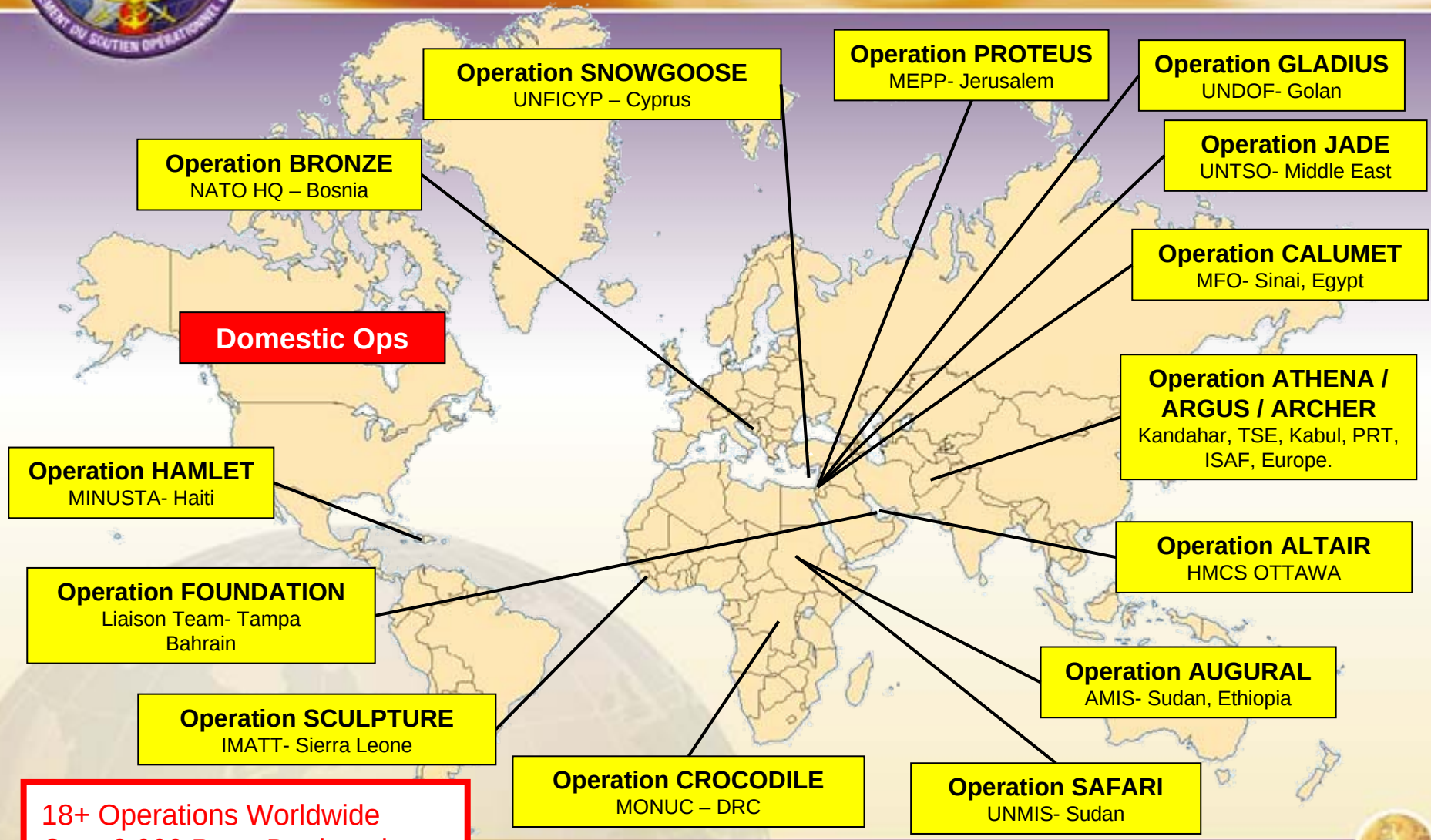
Pakistan Earthquake 2005

With the UN in the Sudan

Afghanistan

Anti-Piracy Food Relief 2008

Current CF Operations



18+ Operations Worldwide
Over 3,000 Pers. Deployed

New Systems
CC-177 (C-17) Globemaster III

New Systems – CH-147 & M777

New Systems – RG-31 Nyala

New Systems – Leopard II

Global Reach Hub and Spoke Concept

Multinational Forums

Principal Representation

Senior NATO Logistics Conference (SNLC)

Quadrilateral Logistics Forum

Quadrilateral Logistics Forum

Pacific Area Senior Officer Logistics Seminar

Working Group Participation

Multinational Interoperability Council

(Log MIWG)

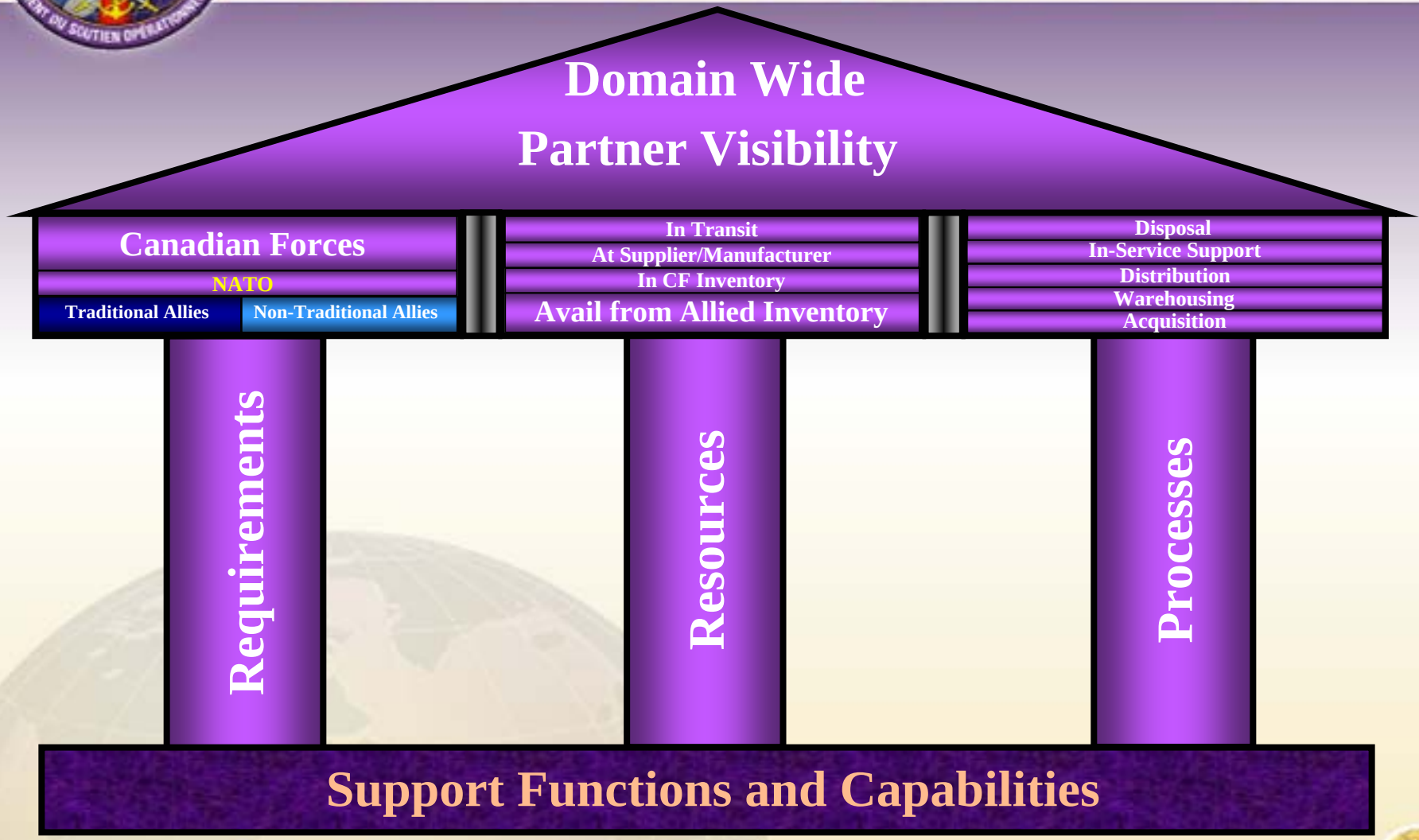
Multinational Planning Augmentation Team

United Nations Contingent Owned Equipment (COE) Working Group

Other Forums

Bi-Laterals

Success Through Visibility



The Three Themes

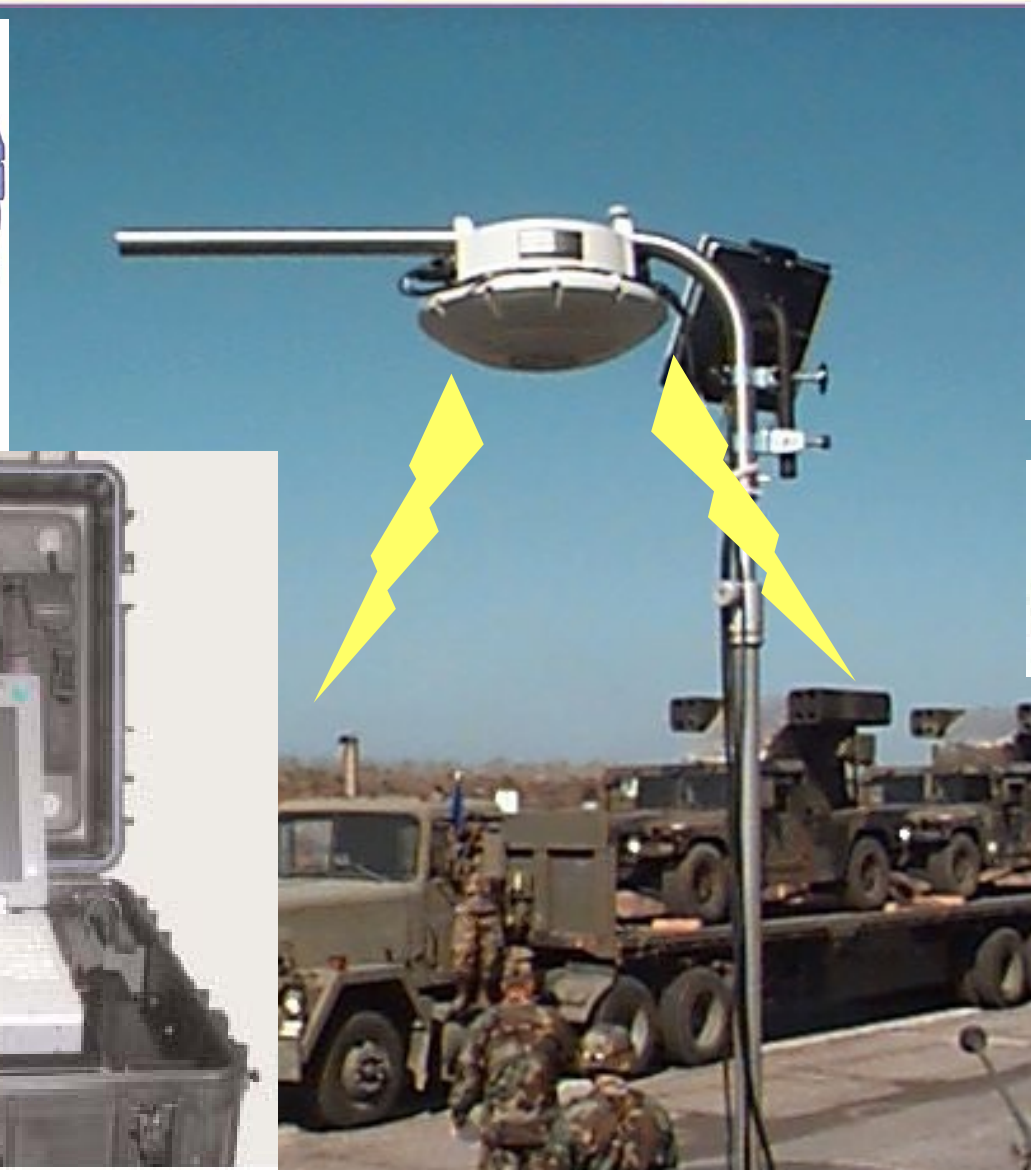
- **People**
  - Trust
    - from shared experience and training
  - Common Terms
  - Shared Understanding
  - Respect for Each Other's Strengths
  - Support to cover Each Other's Weaknesses

The Three Themes

- **Processes**
  - Common Lexicon
  - Common Standards
  - Legal Arrangements in place
  - Financial Arrangements in place

The Three Themes

- **Technology**
  - Service Oriented Architectures
    - commonly defined data elements
    - exchangeable across software
  - Shared Data Collection
    - RFID, Bar coding, next gen information systems
  - Secure worldwide transmission and server architecture



Concluding Remarks

- No part of the world is separate from the rest – we're all interconnected
- Nations will find themselves working together more than ever in the future
- For support and supporters this will demand interconnected logistics

Concluding Remarks

Canada is looking for international partners who would like to work together to create the climate of trust among our **people** to build new international **processes** and who can be enabled by new **technology**, to provide the effects that our nations need to prosper in a secure and safer world

Task Force to Improve Business and Stability Operations in Iraq

NDIA Panel Discussion

Gerry Brown
Director, Business Revitalization
Gerald.brown@osd.mil
703-607-3554

Task Force Mission and Purpose

Task Force Mission: Evaluate DoD business enterprise processes and associated systems in Iraq affecting contracting, logistics, fund distribution, financial management and align to the theater commanders goals for reconstruction and economic development.

Industrial Revitalization Initiative Purpose: To facilitate the reemployment of the Iraqi people, by restarting public and private industrial enterprises via direct contracting of goods, reestablishment of intra-Iraq demand, and connections to global supply relations with U.S. and international industry.

Aligning to Warfighter Needs

•“We need to put the angry young men to
•work. One of the key hindrances to us
•establishing stability in Iraq is the inability
•to get the economy going. A relatively
•small decrease in unemployment would
•have a very serious effect on the level of
•sectarian killing going on.”

•*LTG Peter Chiarelli, former Commanding General of MNC-I*

Task Force for Business and Stability Operations – Iraq
Scope of Economic Development Effort

Partner		
	Direct Investment / Privatization	Launched investment management team, targeting multi-$B in direct investment from private equity, financial institutions, regional investors. Sponsor conferences in region generating direct investment in KRG and Iraq in excess of $1B to date. Privatizing SOE's – first bids in process in support of MIM.
JCC I/A	Market Demand Establishment & Restoration/DOD Contracting	Recreating intra-Iraq demand among factories, negotiating regional and global supply agreements, joint ventures. Goal of $100M in demand in 2008. Establishing call center in Irbil , creating customer service model for region.
JCC I/A	Industrial Capacity Restoration	Restarting / restoring production to Iraqi industrial base. 17 factories restarted, 30 in process. Crosses industrial sectors.
USAID	Agricultural Revitalization	Team Borlaug of Texas A & M has had a team on the ground in Iraq working directly with farmers across Iraq on agricultural revitalization
Treasury, USAID	Banking & Financial Systems	Leveraging DOD contracts with Iraqi firms to force transition to automated private banking. Creating consortium of private banks and international financial institutions to automate financial transactions.
C6, DISA, DOS	Communications Infrastructure	Completed analysis of Iraqi communications infrastructure, leveraging DOD spend to light fiberoptic circuits, creating secure foundation for financial and business transactions.

Bottom Line: TFBSO is pursuing a comprehensive economic restoration plan that leverages our spending to drive market behavior.

Extended Task Force Achievements

- Attracted large companies such as Daimler/Mercedes, Cummins, Caterpillar and GM to Iraq, with more on the way
- Helped drive $200 million per month to Iraqi businesses under Iraqi First
- Restarted over 30 state owned enterprises, re-employing tens of thousands of workers
- Strengthened Iraqi private banking sector, and created consortium which issues Mastercards
- Facilitated privatization of Iraqi SOEs
- Improved GOI budget and execution capabilities, leading to multibillion dollar procurements from Boeing, GE and others

Truck Test

Connect the dots for these articles:

1. NY Times – bomb blasts in Baghdad underscore tension between Sunni fighters and the government
2. NY Times – “Military budget reflects a shift in US strategy”
3. National Defense “Army’s Truck Troubles – after the war, do we toss them or fix them?”
4. NY Times, “American Seeks Bonds to Islam, Obama Insists” (in Turkey)

You should:

1. Start POMing for money to reset/recap HMMWVs
2. Plan the mother of all lifts to bring this stuff back to CONUS
3. Start putting together your proposal to set up an American run, TCN staffed reset center in Dubai
4. Print out the disposal regs for some light bedtime reading
5. Start thinking about how you could bring your expertise, Iraqi partners and external funding together to re-employ SOIs, build Iraqi capability and save USG money and lives

If you're a DoD Logistician…

Opportunity

- Seat at the big table
- You've got the required skill sets
  - Business knowledge
  - Links to US enterprise
  - Supply chain experience
- Stability ops economic development will improve logistics performance
- This is going to be a military function, so learn this stuff and you're employable for life

Challenge

- A lot of what you know is wrong, and we're going to need to unlearn it (or at add a whole new way of thinking)
- You'll need to do your day job while doing stability logistics
- The Empire is going to strike back. Be prepared for conflict, irregular warfare and personal attacks. And that's just from the DoD. The time you'll spend outside the wire will be easy by comparison

If you're a contractor…

Opportunity

- New opportunity set
- Understanding of the military and conflict areas will help you be successful, and is invaluable to commanders on the ground
- This is yours to lose over the traditional economic development guys

Challenge

- DoD is changing the rules on you
- New talk, old walk
- HOW will become more important than WHAT
- No good deed will go unpunished

Stability ops is the only way we're going to win these wars

Questions?

POWER

"Successful diplomacy is made possible by the capability evidenced by Naval power." (Secretary of the Navy, Donald C. Winter)

A Cooperative Strategy for 21st Century Seapower

Maritime Strategy Collection
CHINFO Production

HSV 2
HSV 2

311

P R E S E N C E

Forward presence allows us to combat terrorism as far from our shores as possible.

A Cooperative Strategy for 21st Century Seapower

Maritime Strategy Collection
CHINFO Production

AFRICA
PARTNERSHIP
STATION

U.S. COAST
JARD

GENERAL MODULE
FLEET INDUSTRIAL AND
SUPPLY CENTER
PIER 8 INSIDE
9351 DECATUR AVENUE
NORFOLK, VA. 23511-3392
MARKED FOR USNS COMFORT
PROJECT HOPE MATERIAL
PROJECT HOPE
GENERAL MODULE
US-636
HT

USAID

NAVY
HSC-21
USNS
RAINIER
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SEA CONTROL

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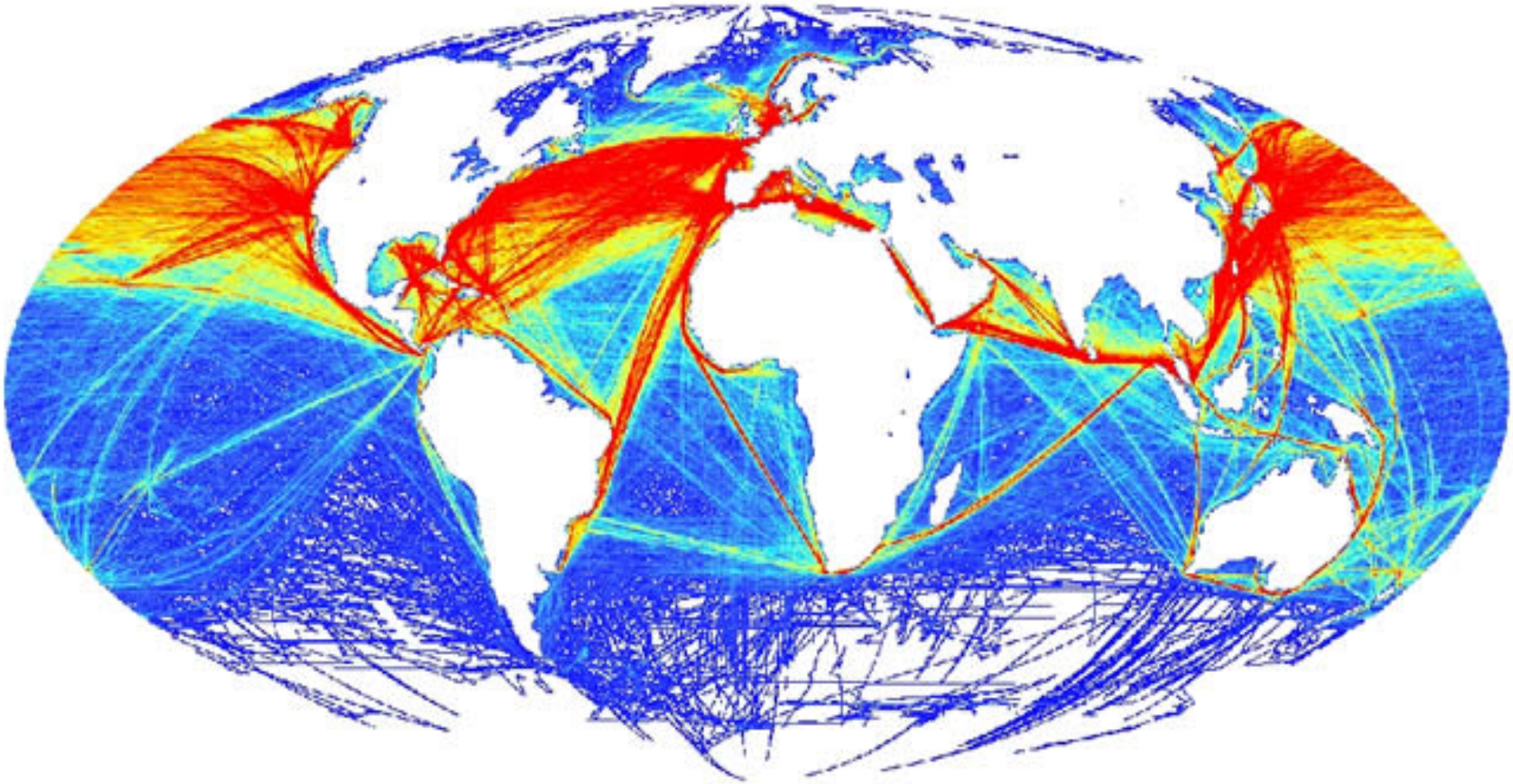

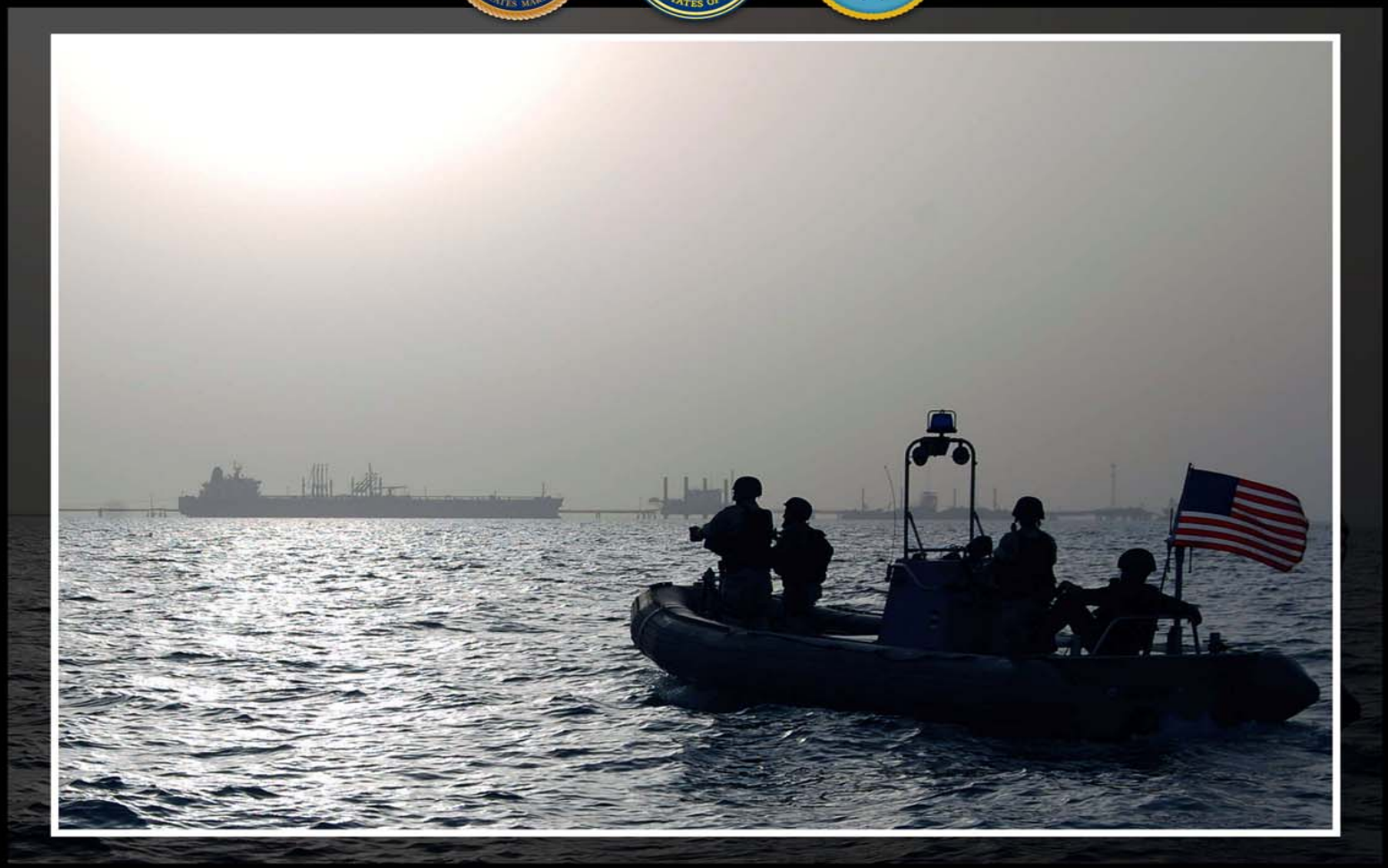

MARITIME SECURITY

"The free flow of commerce is absolutely essential for our prosperity and that of other nations." (Chief of Naval Operation, Admiral Gary Roughead)

A Cooperative Strategy for 21st Century Seapower

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WARNING

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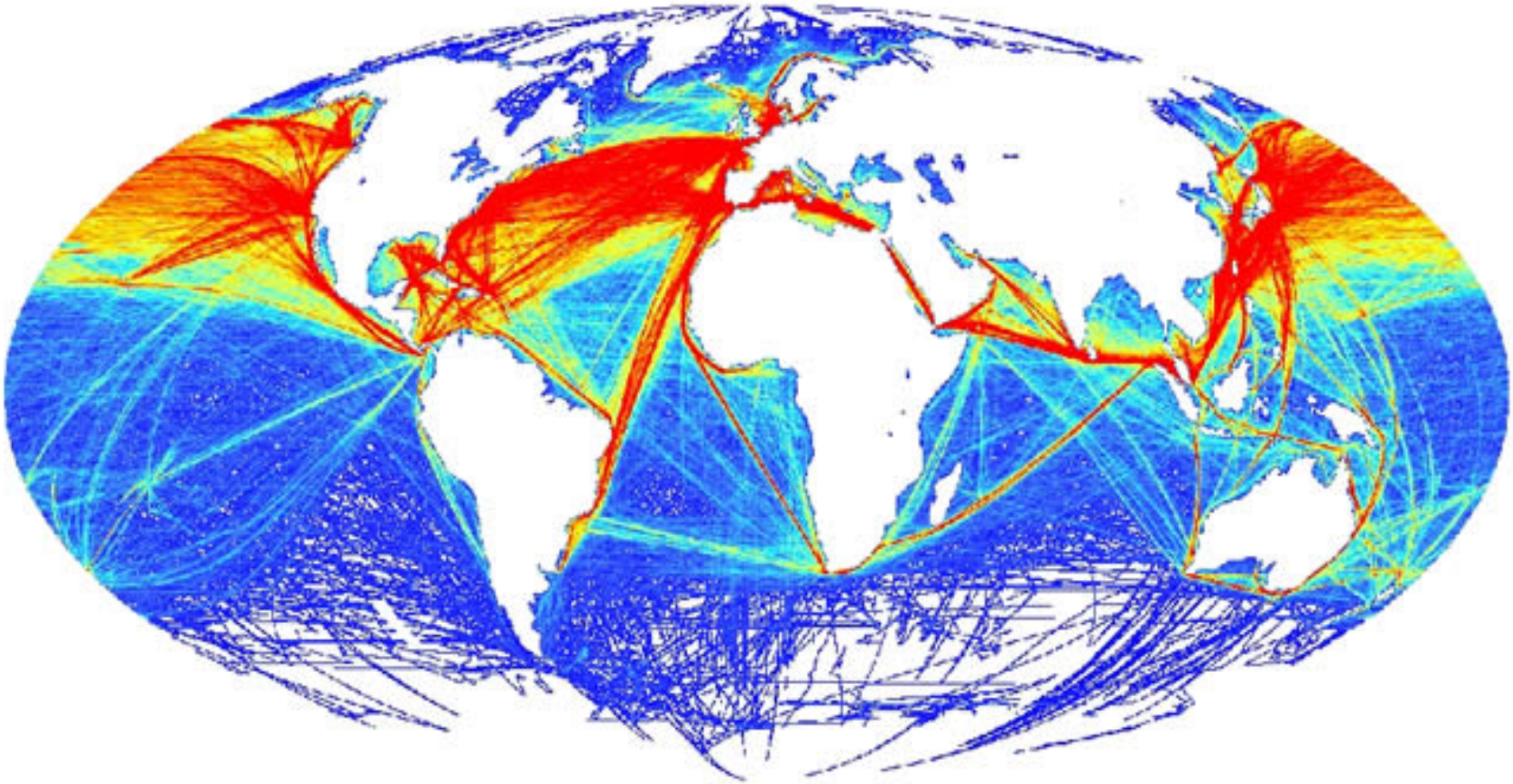

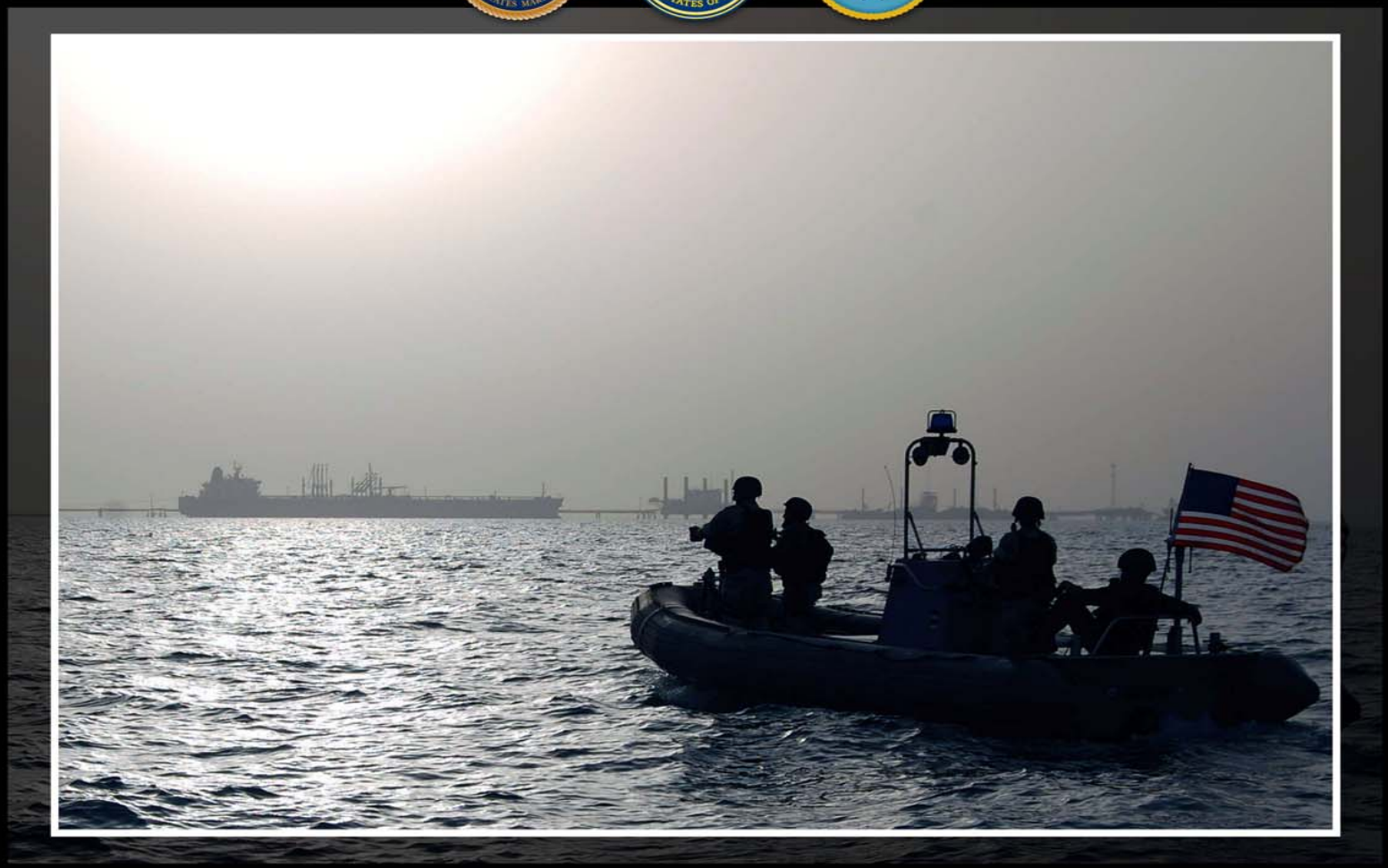

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WARNING

AEGIS

SECURING
A BETTER
FUTURE

AEGIS

AEGIS

Aegis LLC is a U.S. company and a member of the worldwide Aegis Group which is based in London with overseas offices in Afghanistan, Iraq, China, Nepal and Bahrain.

IRAQ RECONSTRUCTION MISSION

Provide 24/7 common operating picture to GRD/MNFI and contractors to support reconstruction efforts.

- 24/7 Operations Center
- Intelligence and Operations Support
- Full integration with the military
- Support to reconstruction work of GRD/USACE, prime contractors and PSCs

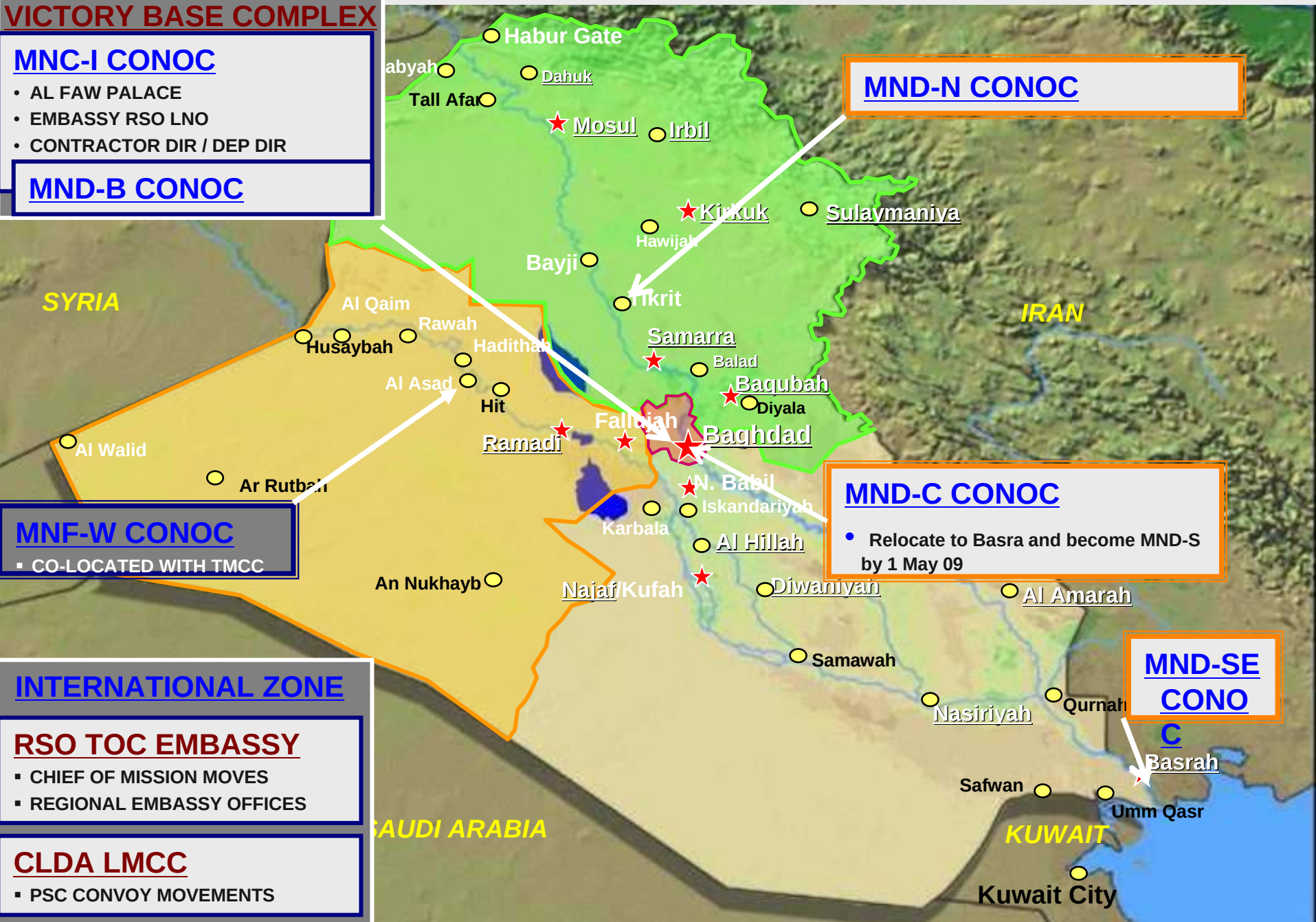
- 1400 personnel
- Provision of C3I
- Tracking and Communications
- Reconstruction Liaison Teams
- Interface
- Mobile & static security
- Quick Reaction Forces and medical evacuation

CONTRACTOR OPERATIONS CELLS (CONOCS)

- The CONOCs successfully provide the Multinational Corps-Iraq (MNC-I) with visibility of Private Security Contractors' (PSCs) operations and activities throughout Iraq – This includes DOD PSCs *and* State Department PSCs, as well as other entities choosing to participate.

- Over 100 entities currently employ CONOCs' services.

CONOC Architecture



CONOC KEY TASKS

- Facilitates situational awareness and provides real time visibility to the US military of *a*// PSC operations and activities.

- Process PSC movement requests down to the battalion level.

- Provide time sensitive information to PSCs thru the CONOC Spot Report System, including Imminent Danger reports, “no-go” areas, IED finds, and regular updates of road conditions.

- Respond to transponder alerts and coordinates Quick Reaction Force as necessary.

- Gather information and provide subject matter expertise on PSC structures, capabilities, limitations, and identities.

CONOC Reports PSC abduction by ISF

CHOPS orders dynamic re-tasking of UAV.

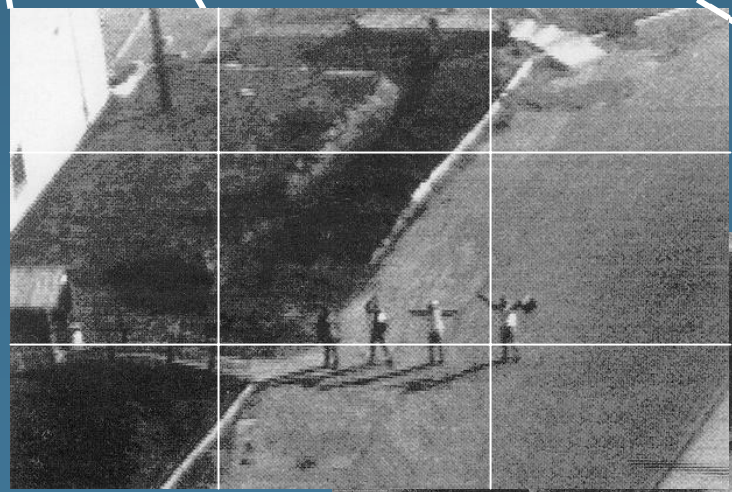
CONOC updates MNC-I that ISF vehicle with PSC members inside is now moving

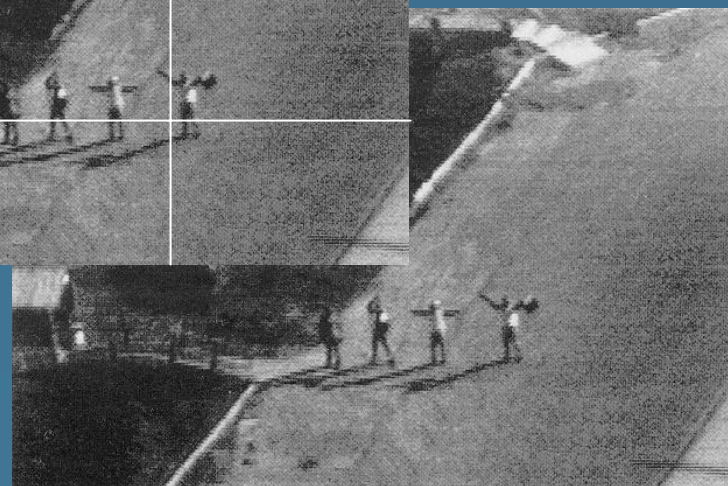
UAV finds vehicle.

UAV Beams Live feed to MNC-I.

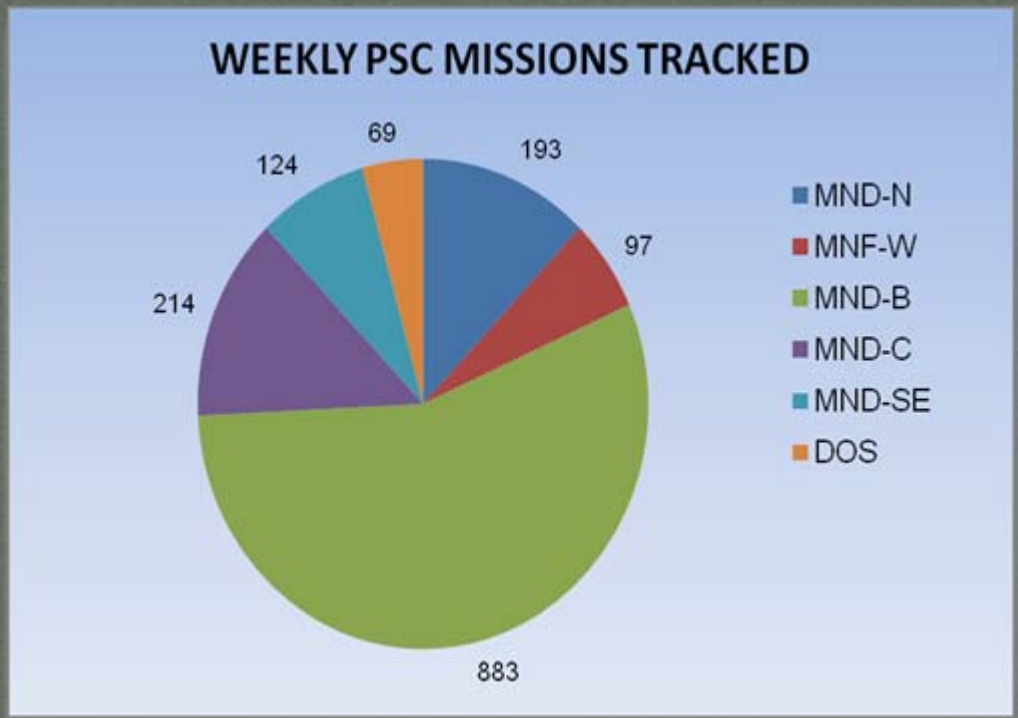
MNC-I directs MND-B QRF to exact location of the now stationary vehicle with PSC captives inside.

MND B QRF





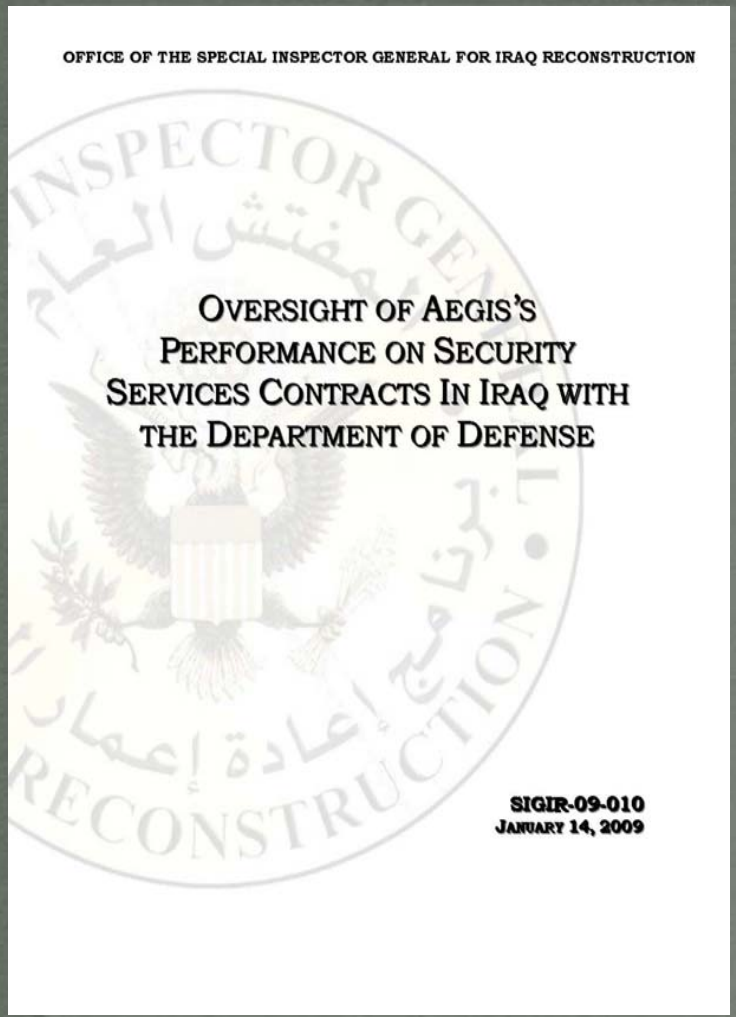
Distribution of Effort 25 Mar – 1 Apr 09



- **1,580 PSC Missions Tracked**
- **5 Panic Alarms Activated**
- **0 ISF related Incidents**
- **0 QRF/MEDEVAC Requests**
- **15 PSC Incidents**
- **64 Spot Reports**
- **41 RFI's**

IN 1 YEAR….

CONOCs Tracked **98,892** PSC Missions



"The Contractor Operations Cells are an integral part of the improved coordination and oversight process."

-- (SIGIR Report P. 19)

NDIA
National Defense Industrial Association

The Value of Small Business in Federal Contracting

Dan Mongeon, President & CEO, Agility DGS

AFEI nsa PSA WIDO

Agenda

- **Agility Philosophy**
- **Benefits to SB Partnerships**
  - Our Benefit, Their Benefit, Government Benefit
- **Key Enablers to SB Partnerships**
  - Strategic Partnerships
  - Joint Ventures
  - Supplier Alliances
- **Final Thoughts & Discussion**

Agility Philosophy

- **Commit** to partnerships
- **Combine** core competencies
- **Exchange** ideas
- **Share** past performance
- **Expand** business opportunities
- **Host** SB Networking Events
- **Maintain** SB supplier database (647 currently)

Provide Strong Supply Chain Network & Best Commercial Practices

Benefits to Small Business Partnerships

Us

- Our core competencies are enhanced by those of the small business.
- SBs bring specific skill sets and past performance needed for market penetration.

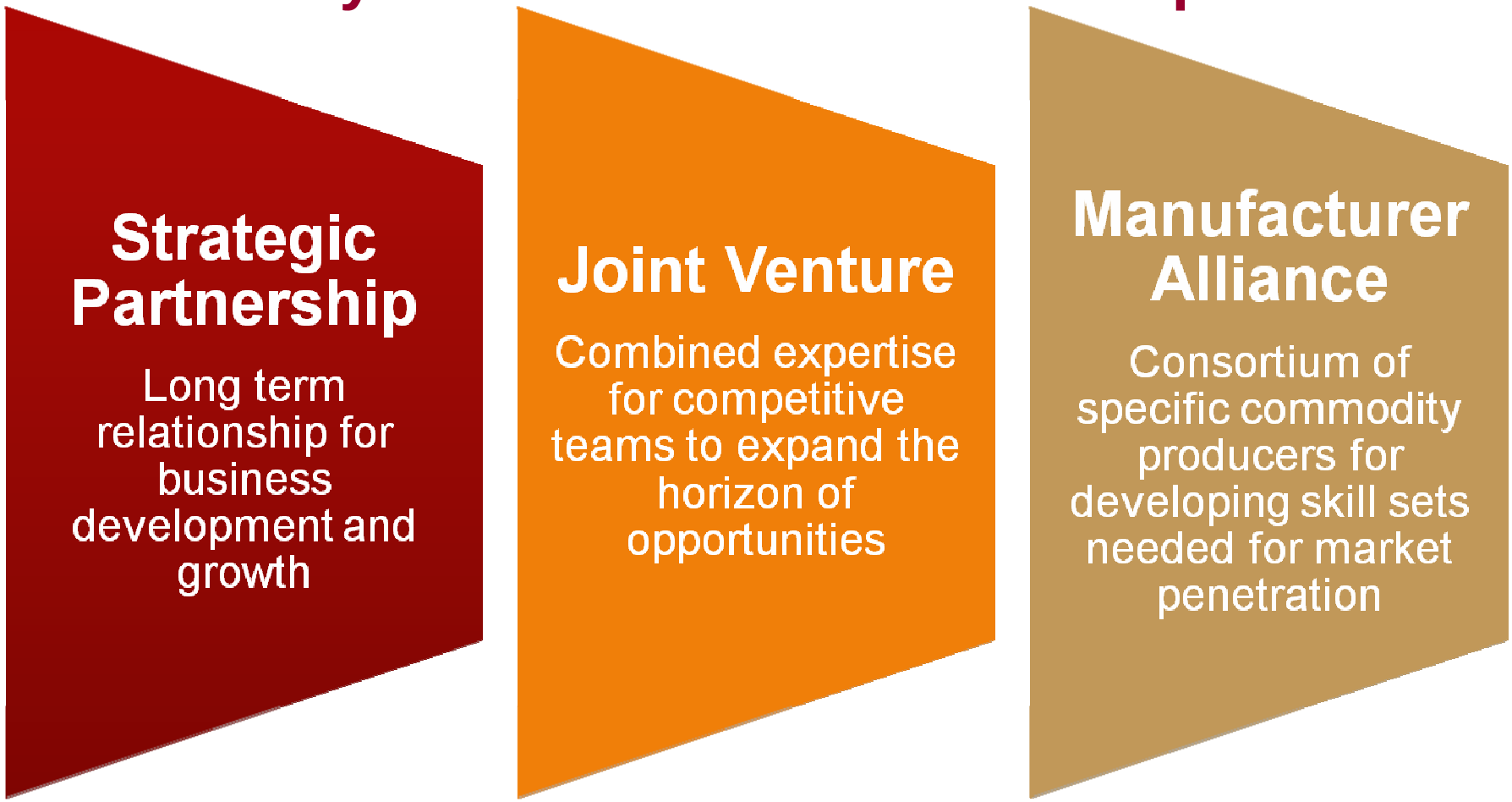
Small Business

- Access to sophisticated programs and systems to enhance their capabilities.
- Help in the development of their vision as a federal contractor.

Government

- Large and small businesses work together for expert execution of contract requirements.
- SBs become a stronger member of the supply chain.

Key Enablers to SB Partnerships



Strategic Relationship

- Blue Chip Manufacturing & Sales, Inc.
  - Woman-Owned, HUBzone, 8(a), Small Disadvantaged Business
  - Manufacturer of Precision Spare Parts
    - Blue Chip brings expertise in configuration management, kitting, and reverse engineering for obsolete items
  - Joint Business Development Opportunities
  - Result:
    - A SBA 8(A) Mentor Protégé Relationship
    - Signing Ceremony 12 June 2008

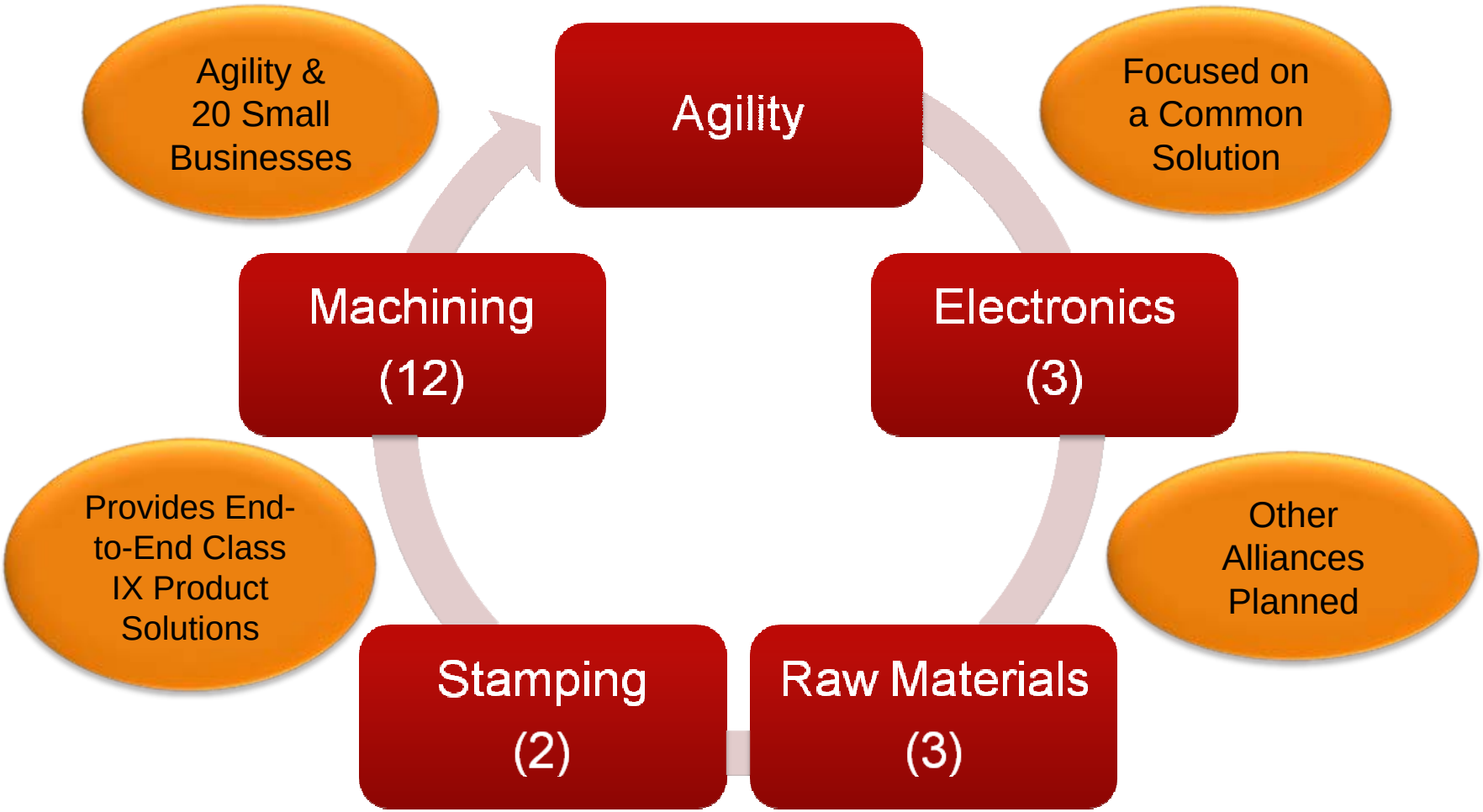
Joint Venture

Agility & Ferguson-Williams

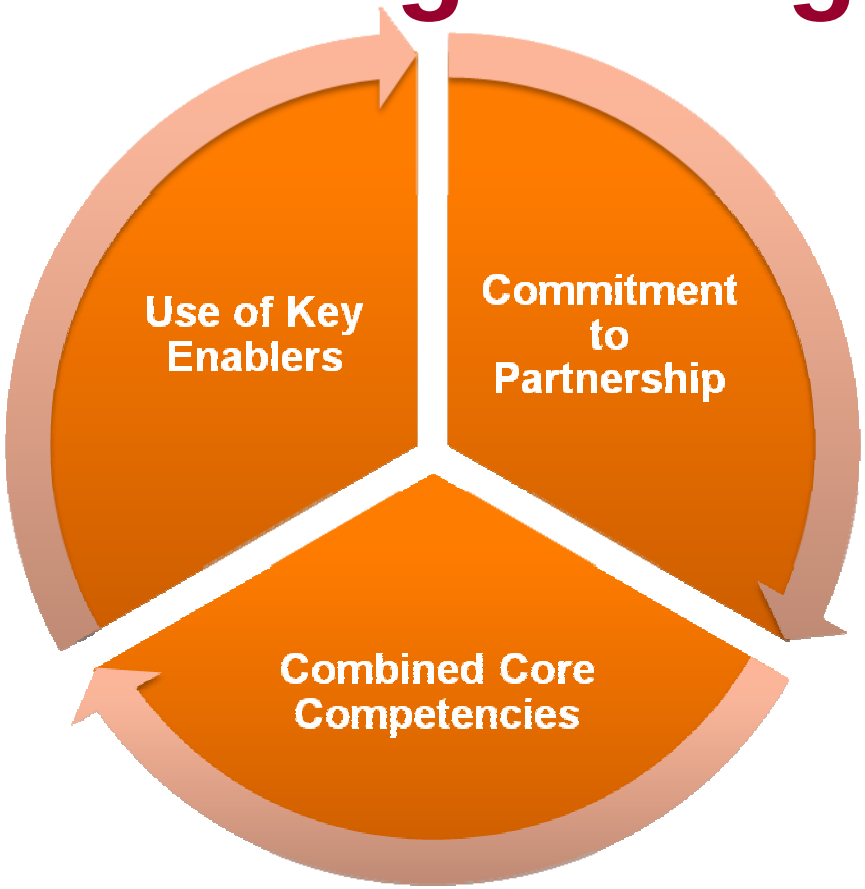
Hammer

- **Hammer, Inc. - Service Disabled Veteran Owned Small Business**
- **Hammer brings expertise in bulk fuels storage and distribution**
- **Agility brings global network and worldwide distribution expertise**
- **JV has 7 sites up and running successfully**

Manufacturer Alliance



Concluding Thoughts



Continuous Process to Provide a Value Added Solution

Questions?

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Multinational Logistics: a rapidly evolving, complex capability

Brigadier Jonathan Downes
Head of Defence Logistic Operations and Plans

UK MOD

Format

- UK Context
- Contractor Support to Operations
- The Logistic Landscape in Afghanistan
- LOGWAR 08 Multinational Study Group – ‘Smaller, Faster, Better’.
- Conclusions.

Context

- Expeditionary Operations: faster, further, longer duration.
- Expect to be part of a coalition.
- Logistic Support will be:
  - Joint by design.
  - Ready and rapidly deployable.
  - Configured for the ‘most likely’ scenarios.
  - Agile, flexible and with minimal logistic footprint.
- Planned and managed ‘end to end’.

Contractor Support to Operations

- Necessary and appropriate in most circumstances – threat, cost and capability driven.
- An increasing trend.
- Reliance on contractors needs to be managed. Key issues are:
  - Legal liability.
  - Preparation and Integration.
  - Protection.
  - MOU/SOFA.
  - Tracking and control.
  - Cumulative Risk.

The Logistic Landscape in Afghanistan

The Logistic Landscape in Afghanistan

- Difficult Lines of Communication – both into and within the country.
- Very limited Host Nation Support (HNS) and In-country Resources.
- Complex matrix of logistic responsibilities:
  - National
  - NATO
  - Bi-lateral
- Shared Infrastructure.
- Extensive use of both national and multinational contracts.

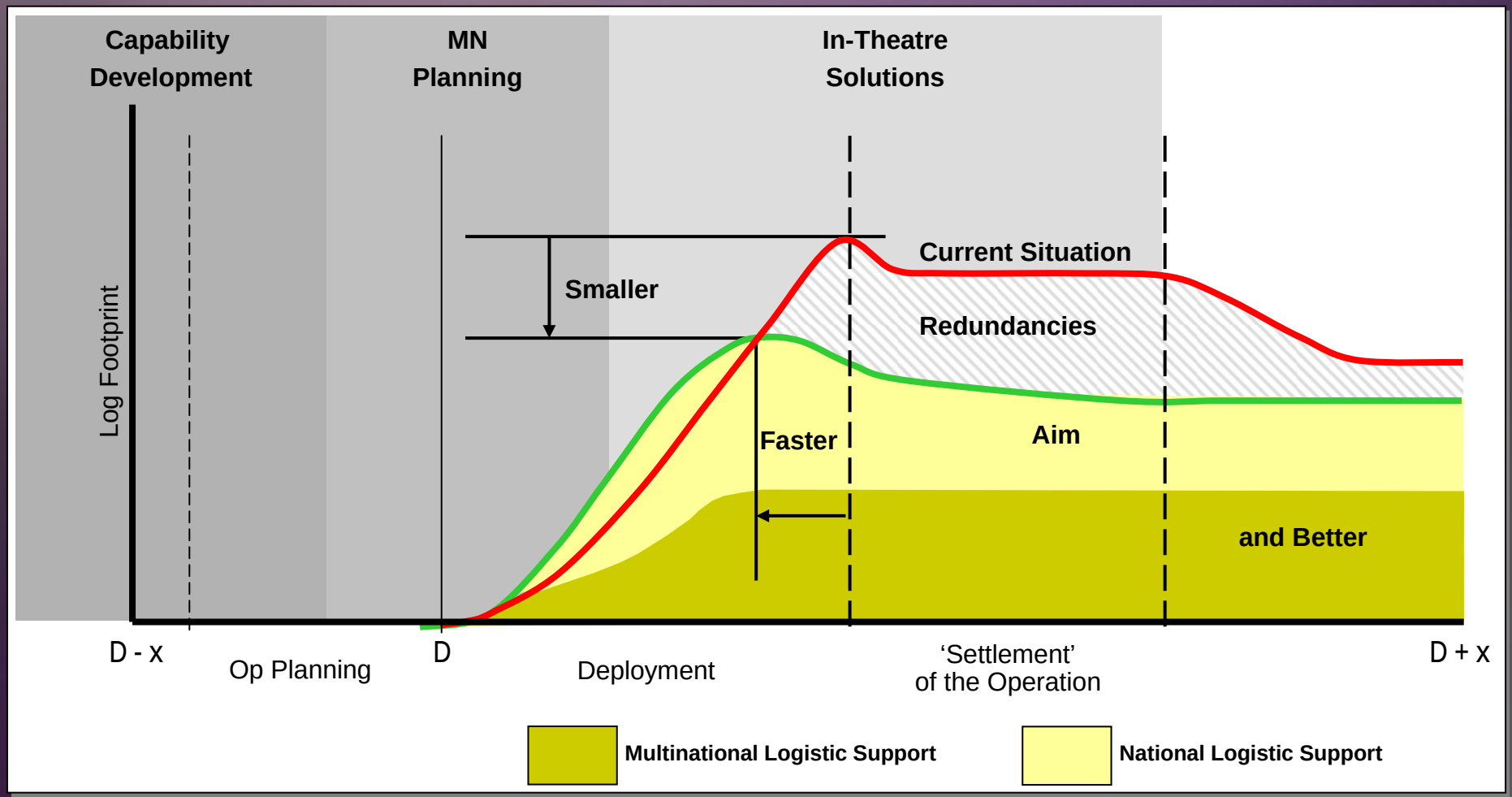
The Logistic Landscape in Afghanistan

KEY TAKEAWAYS

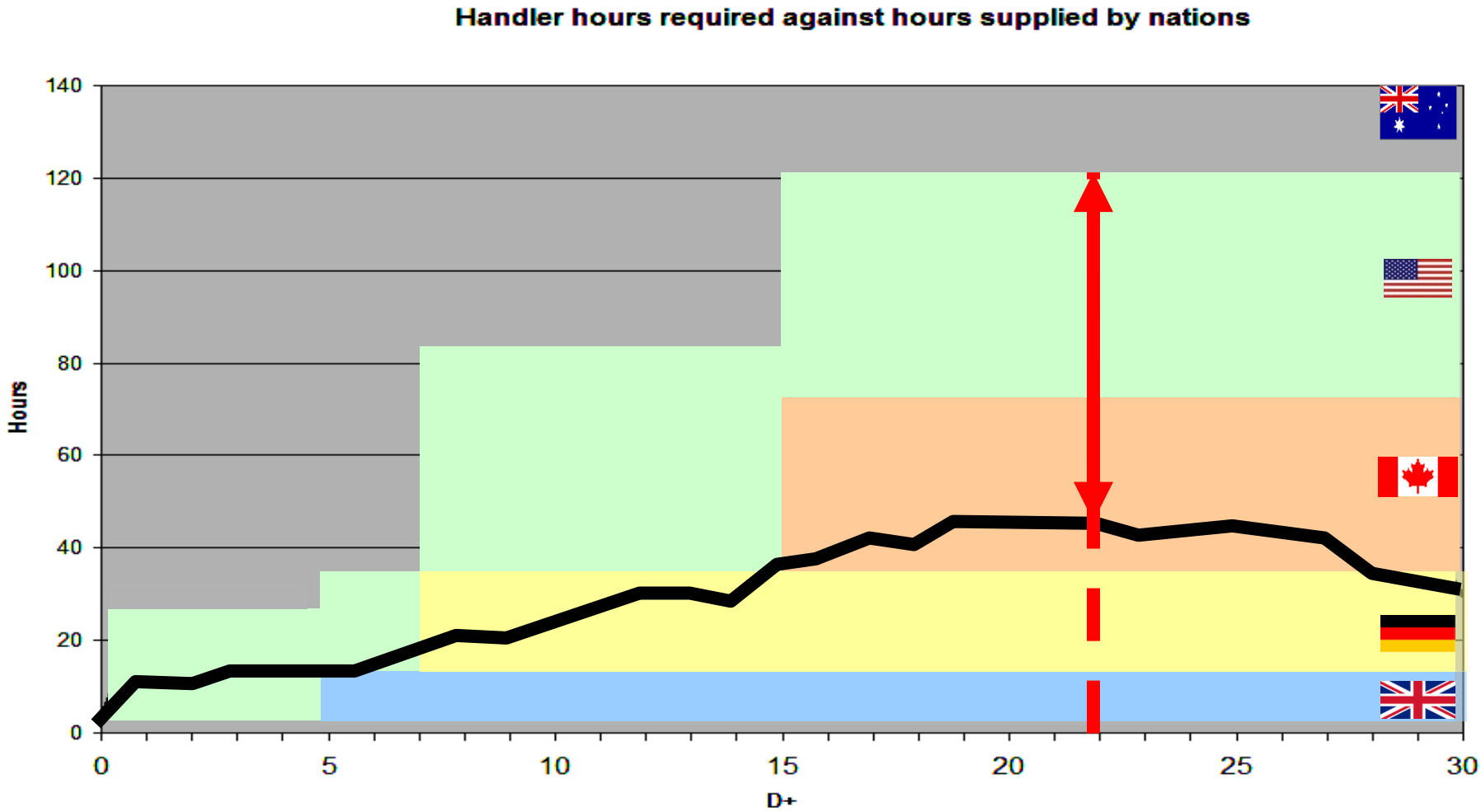
With the benefit of hindsight, multinational logistic solutions should have been pursued much more rigourously from the earliest stages of national and coalition planning.

Duplication of capabilities and competition for scarce resources has reduced the effectiveness of coalition logistics and, in some cases, has limited the freedom of the operational commander.

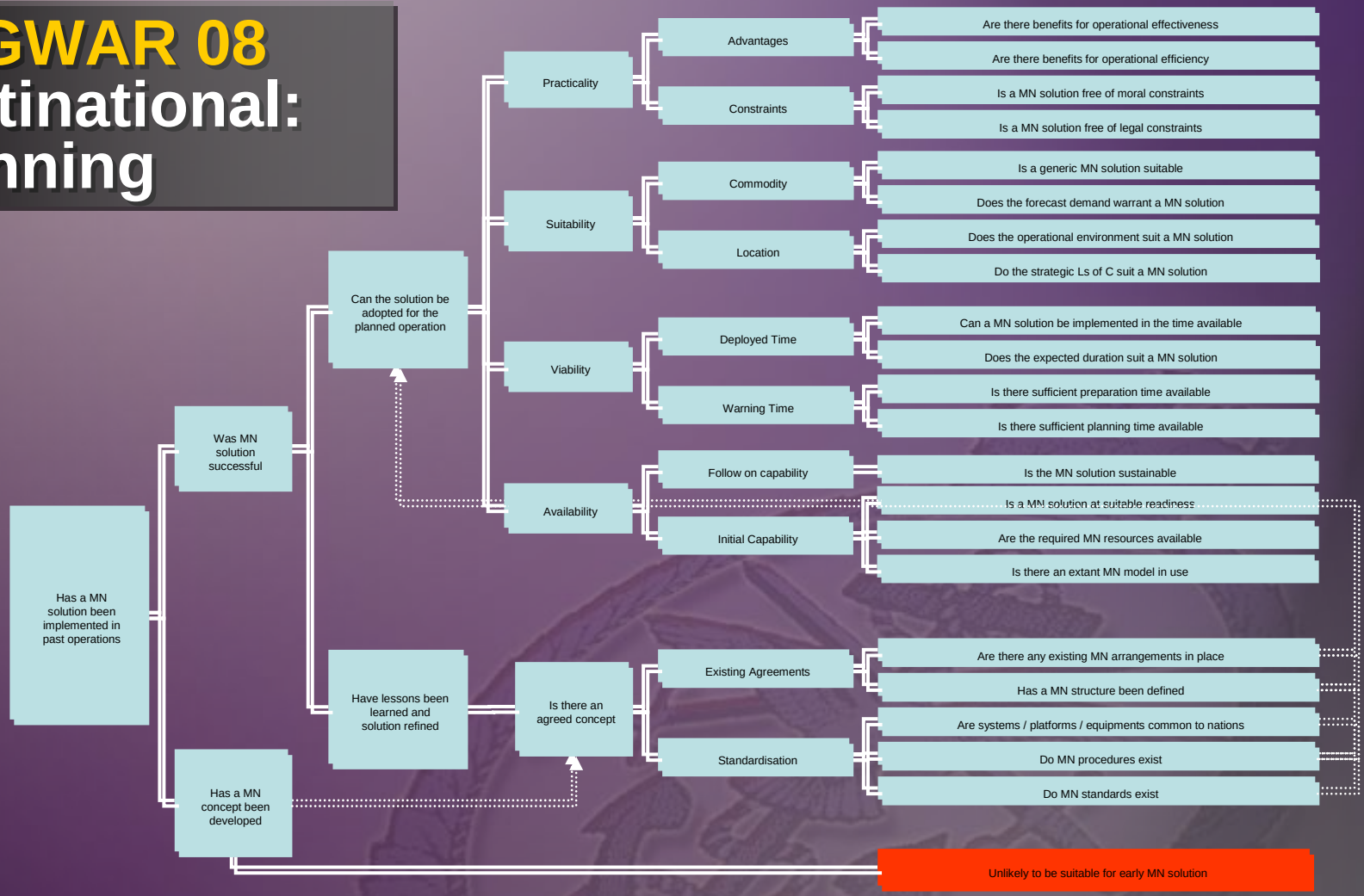
LOGWAR 08
Multinational: Smaller…Faster…Better



LOGWAR 08
Multinational: Benchmarking – Quantifying the Potential Benefits



LOGWAR 08
Multinational: Planning



Planning Tools

- **Improve the range, utility and validity of MN Logistic Planning Decision Support Tools and matrices, and their value to the planning process and the Operational Commander.**

LOGWAR 08
Multinational: In-Theatre Solutions

- **Multinational Solutions**
  - Encourage greater efforts to develop flexible MN Logistics arrangements.
  - Identify and fund MN Logistics Training.
- **Current Concepts**
  - Re-energise and further develop the NRF Logistic Concept for NATO led operations.
  - Adopt the NRF Logistic Concept as the basis for coalition operations.

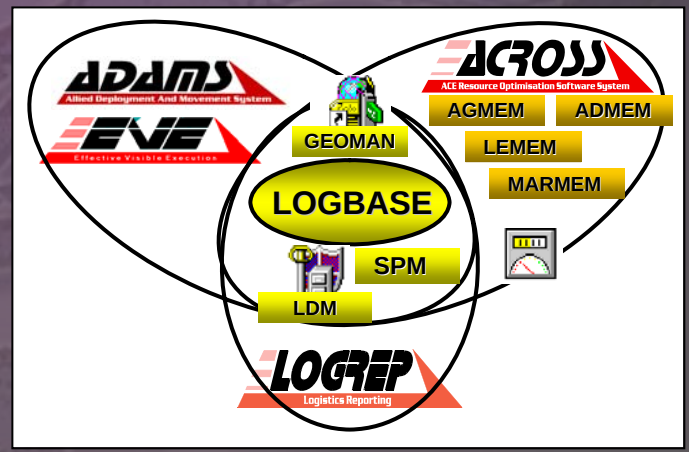
Logistics Support Concept
For
NATO Response Force Operations
27 July 2005

LOGWAR 08
Multinational: In-Theatre Solutions (Cont)

- **Contract Support**
  - Development of a concept and agile mechanisms for the adoption of a MN contracting process in support of alliance and coalition operations.

- **Decision Support Tools**
  - Encourage adoption of LOGFAS as the primary application for MN Logistic planning and data integration.

  - Ensure that the future development of LOGFAS takes cognisance of the increasing instances of Coalition operations.



Summary

Contracting and Contractor Challenges on the Battlefield

Rear Admiral
Kathleen M. Dussault SC, USN
Director
Supply, Ordnance and Logistics Operations Division
Office of the Chief of Naval Operations

Command Relationships

- Direct Reporting Relationship is All Important!
- JCC I/A currently situated within MNFI as a Major Subordinate Command
  - USFOR Afghanistan in transition
  - Flow of Contracting Authority—proximity is all important!
    - Responsiveness AND Accountability
- Contracting Critical to the Joint Campaign Plan –
  - MAAWS – Money As A Weapons System!
  - Continuum from Combat to Stability Operations

Theater Business Clearance

- *An 'Enterprise' concept!*
- *Agency w/ requirement follows DFARS PGI and DPAPSS memo*
  - Special Instructions for Overseas
  - Directs to COCOM Web
- *CENTCOM Website contains*
  - Tracking sheet
  - DCMA External Contract Admin Questionnaire
  - Special Requirements
  - BC Guide
- *Agency submits to theater PARC for review and transmittal to TBC lead*
- *TBC lead reviews request for Special Requirements, Contract Admin Delegation*
  - Approve/reject
- However…'we don't know what we don't know! BIG ISSUE!

1st Qtr FY09 - 119 TBC requests processed/approved … $6.38B

Mission Forecast

Jul 05 | OCT 06 | OCT 07 | OCT 08 | DEC 08 | JUN 09 | DEC 09 | DEC 10 | DEC 11

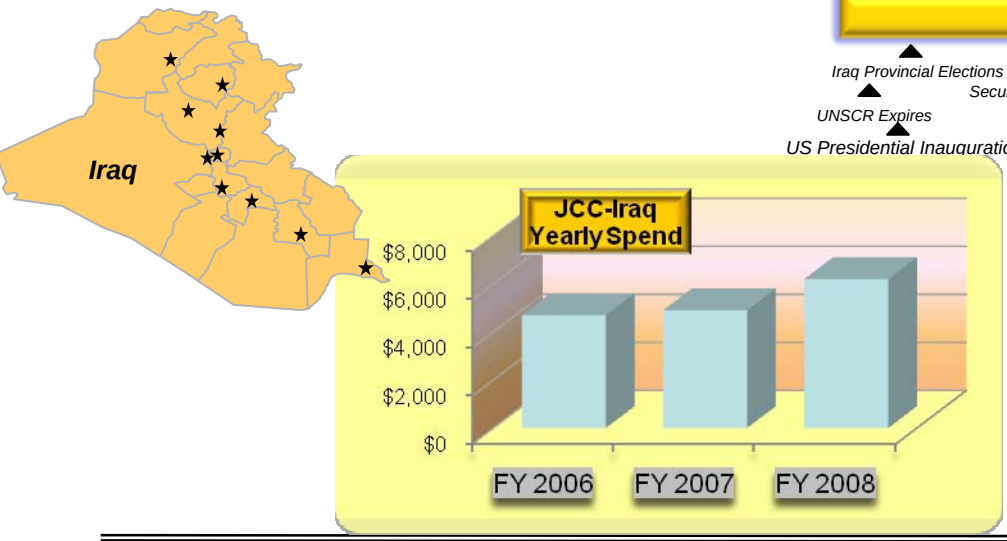
Security Agreement

Iraq Provincial Elections

Security Agreement Referendum

UNSCR Expires

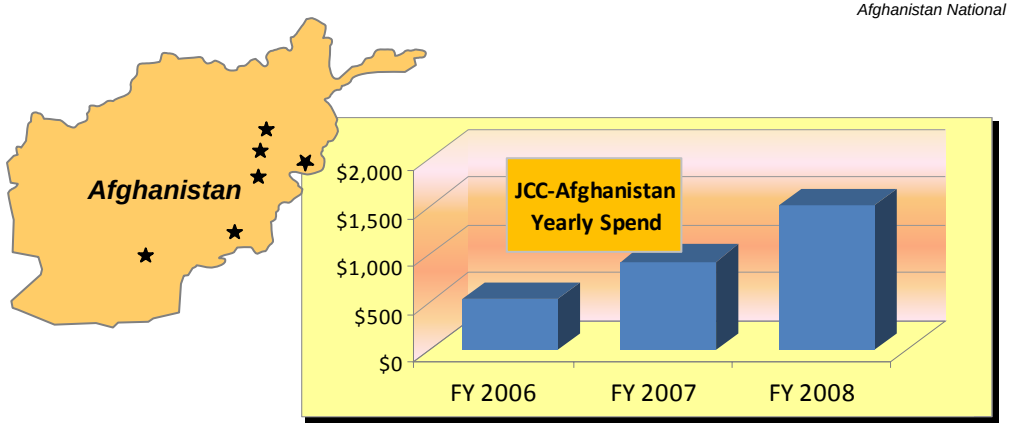
US Presidential Inauguration



Iraq

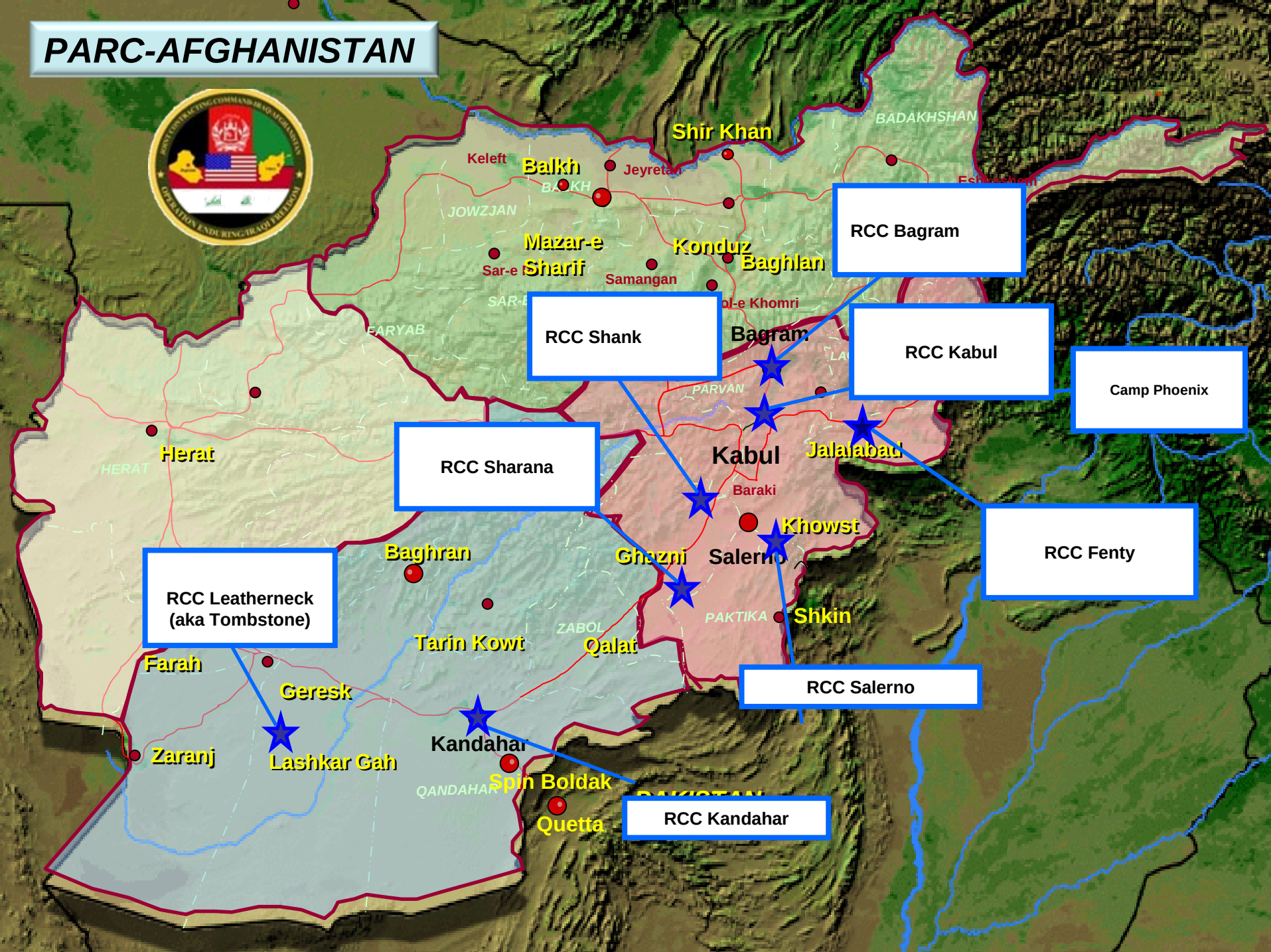
- Security Agreement likely to bring change to mission and contractors
- JCC-I/A HQ will be moving in 2009
- Impact of new Congress and Presidential administration
- Possible leveling off spend

Afghanistan National Elections

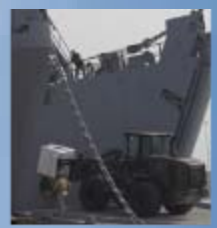


Afghanistan

- Continued build-up expected
- Recently added two additional sites
- More of a contingency environment


PARC-AFGHANISTAN
Shir Khan
BADAKHSHAN
Keleft
Balkh
Jeyretan
BALKH
JOWZJAN
Mazar-e Sharif
Konduz
Baghlan
Sar-e Pol
Samangan
Pol-e Khomri
SAR-E
FARYAB
Bagram
PARVAN
Herat
HERAT
Kabul
Jalalabad
Baraki
Khowst
Baghran
Ghazni
Salerno
PAKTIKA
Shkin
ZABOL
Tarin Kowt
Qalat
Farah
Geresk
Zaranj
Lashkar Gah
Kandahar
Spin Boldak
QANDAHAR
Quetta
RCC Bagram
RCC Shank
RCC Kabul
Camp Phoenix
RCC Sharana
RCC Fenty
RCC Leatherneck
(aka Tombstone)
RCC Salerno
RCC Kandahar

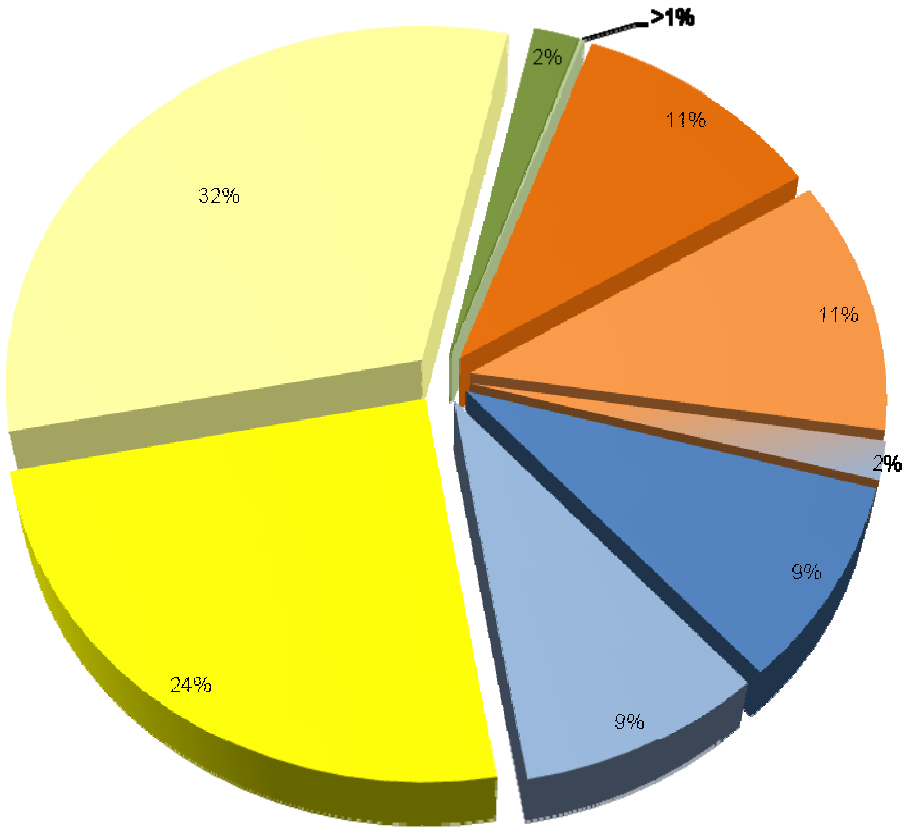
DoD Logistics
Human Capital Strategy (HCS)



Alan Estevez
Principal Assistant Deputy Under Secretary of Defense
Logistics & Materiel Readiness

The DoD Logistics functional community comprises over 615,000 active duty military and civilian personnel*

Workforce Sizing by Category



	Civ	Mil	Total
Maintenance Support	143,295 24%	199,516 32%	342,811 56%
Supply Management	63,350 11%	72,037 11%	135,387 22%
Cross-Category (SM & D/D/T)		11,012 2%	11,012 2%
Deploy/Dist/ Trans	56,194 9%	56,679 9%	112,873 18%
Life Cycle Logistics	12,426 2%	935 <1%	13,361 2%
	275,265 46%	340,179 54%	615,444 100%

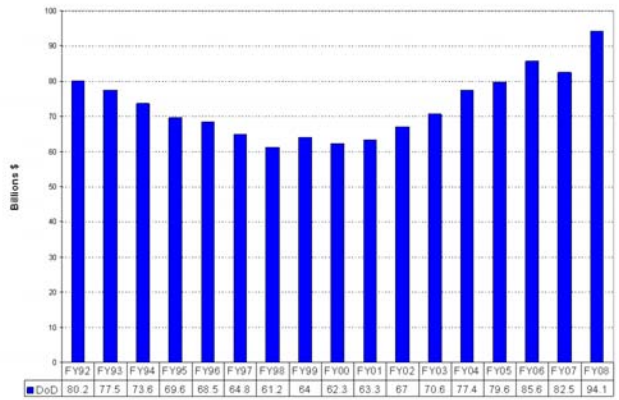
Demographics current as Sep 30, 2008

Sources: Defense Civilian Personnel Data System (DCPDS)
Defense Manpower Data Center (DMDC)
Military Services

Notes: * Augmented by over 200,000 Guard/Reserve personnel

Improving Logistics performance requires the right skill sets

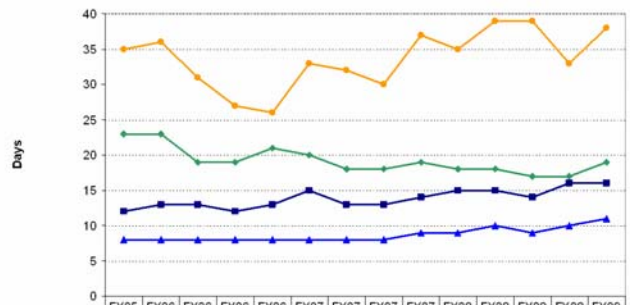
DoD Inventory



	FY92	FY93	FY94	FY95	FY96	FY97	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05	FY06	FY07	FY08
DoD	80.2	77.5	73.6	69.6	68.5	64.8	61.2	64	62.3	63.3	67	70.6	77.4	79.6	85.6	82.5	94.1

Source: Supply System Inventory Report in Then Year Dollars

Mean Customer Wait Time by Customer

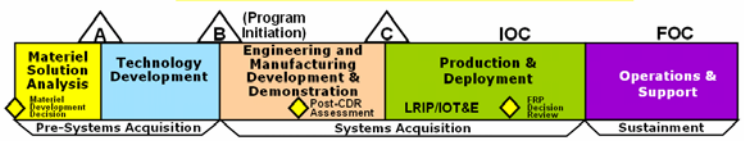


	FY05 Q4	FY06 Q1	FY06 Q2	FY06 Q3	FY06 Q4	FY07 Q1	FY07 Q2	FY07 Q3	FY07 Q4	FY08 Q1	FY08 Q2	FY08 Q3	FY08 Q4	FY09 Q1
Army	23	23	19	19	21	20	18	18	19	18	18	17	17	19
Navy	12	13	13	12	13	15	13	13	14	15	15	14	16	16
Air Force	8	8	8	8	8	8	8	8	9	9	10	9	10	11
Marines	35	36	31	27	26	33	32	30	37	35	39	39	33	38

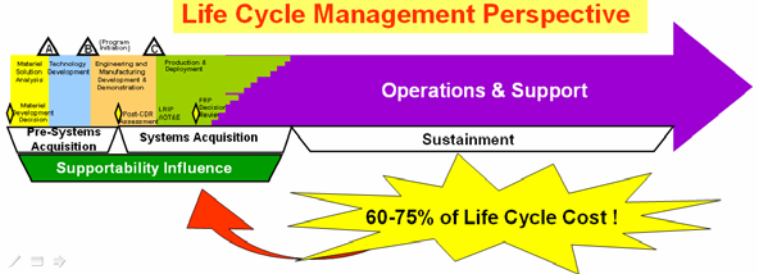
Source: DD2829 CWT (Marine Corps times are high because they exclude local issues.)

Moving From Acquisition to Life Cycle Management Framework

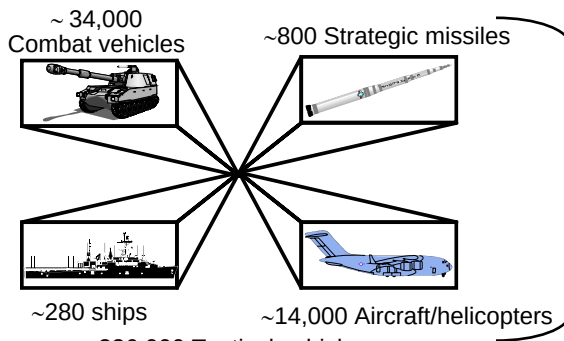
Traditional Acquisition Perspective



Life Cycle Management Perspective



Systems Supported by DoD Maintenance



+ ~ 336,000 Tactical vehicles
+ Communications/electronics equipment
+ Support equipment
+ Other systems

Maintained by:
- *650,000 DoD personnel*
- *Private-sector companies*

Maintenance cost:
~$84 billion (FY2007)

DoD's military equipment is valued at ~$345 billion

Source: LMI analysis of DoD data

The DoD Logistics Civilian Leader Development Framework

SUPPLY MANAGEMENT

- Forecasting and Demand Planning
- Supply Planning
- Sourcing
- Inventory Management

MAINTENANCE SUPPORT

- Maintenance Operations (includes depot maintenance)
- Production & Support

DEPLOYMENT/ DISTRIBUTION/ TRANSPORTATION

- Physical Distribution/ Transportation Operations
- Deployment Planning

LIFE CYCLE LOGISTICS

- Logistics Design Influence
- Integrated Logistics Support Planning
- Product Support & Sustainment
- Configuration Management
- Reliability and Maintainability Analysis
- Technical/Product Data Management
- Supportability Analysis

Core Competencies

- Leading Change
- Leading People
- Results Driven
- Business Acumen
- Building Coalition
- Enterprise-Wide Perspective

Joint Logistics in the Next Decade

National Defense Industrial Association
25th Annual National Logistics Conference

LTG Kathy Gainey
Director for Logistics (J-4)
The Joint Staff

8 Apr 09

Agenda

- **Reading the Demand Signals**
  - *Why focus on 2020?*
- ***Interagency Logistics***
  - *New partnerships and processes*
- ***Interagency Logistics Imperatives***
  - *Conceptual Framework*

"The future of national and international security lies in interoperability and cooperation among the Services, the interagency, international partners and non-governmental organizations ."

CJCS Guidance

Progression of Joint Logistics

To Interdependency…

To Jointness…

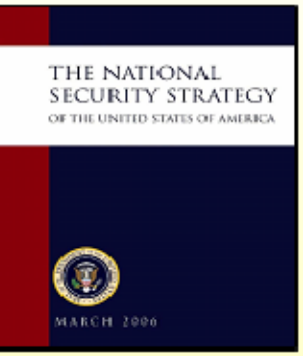
To Coordination…

To Deconfliction…

From Competition…

Progression also applies to Interagency Logistics

Documents that Impact the Future of Joint Logistics



Next National Security Strategy

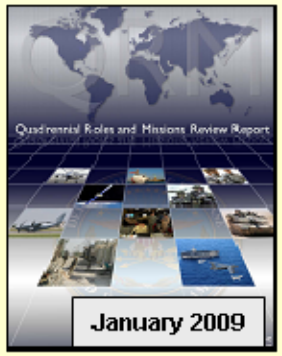
?

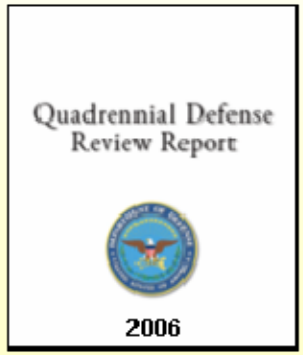
2009

Next National Defense Strategy

?

20XX

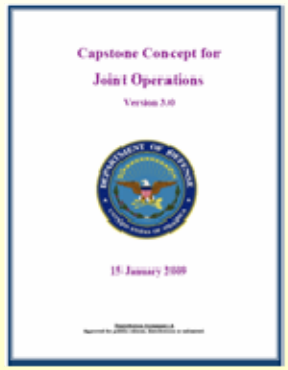




Next Quadrennial Defense Review

?

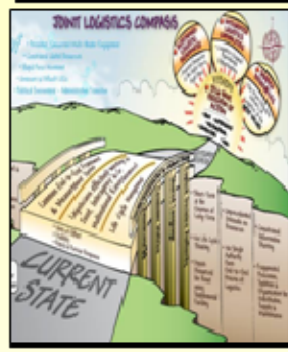
2009



Joint Integrating Concepts

?

2009



National Security Strategy

National Defense Strategy

Joint Logistics Strategy

Opportunity to shape the future of Joint Logistics

"Demand Signals…"

DOD Report on Improving Interagency Support
June 2007

REPORT ON IMPROVING INTERAGENCY SUPPORT FOR UNITED STATES 21ST CENTURY NATIONAL SECURITY MISSIONS AND INTERAGENCY OPERATIONS IN SUPPORT OF STABILITY, SECURITY, TRANSITION, AND RECONSTRUCTION OPERATIONS

June 2007

Report to Congress
Submitted Consistent with Section 1035 of the John Warner National Defense Authorization Act for Fiscal Year 2007 (P.L. 109-364)

GAO

MILITARY OPERATIONS

Actions Needed to Improve DOD's Stability Operations Approach and Enhance Interagency Planning

GAO

GAO Report on Improving Stability Operations
May 2007

"Military forces must become more capable of… integrating non-kinetic activities into traditional combat missions …"

How does the logistics community incorporate this trend?

"Demand Signals…"

Provincial Reconstruction Teams

- **Great example of interagency-centric operations**
- **Whole of government approach**
- **Integrates non-kinetic missions**

Incorporate interoperability into war planning at outset

Traditional COCOM Support Model

US Agency

Civilian Contractors

Host Nation Operations

Coalition Operations

US Military

Solutions to regional problems

One example…
AFRICOM Support Model

Local African

Local African Company

Local Multi-National Company

Non-Governmental Organizations

Civilian Contractors

Local Military-US Military

Civilian Contractors/US Military

US Military

African Capabilities for Africans

Make US Military the <u>last</u> option

Adaptive Logistics Network

- **Matrixed visibility**

  Commercial - NGOs/IGOs - Contractors - Multinational - Military

- **Focus on collaboration**
- **Overcome culture differences and perception barriers**
- **Harmonizes and synchronizes planning and actions**
- **Helping build support capabilities for African militaries, economies and societies**

Building Capacity and Capability

Recent Interagency Examples…

- **2004-2005 Tsunami Relief**
- **2006 Lebanon Non-Combatant Evacuation Operations/United Nations Deployment**
- **2005 Pakistan Earthquake Response**
- **2008 Georgian Humanitarian Assistance**

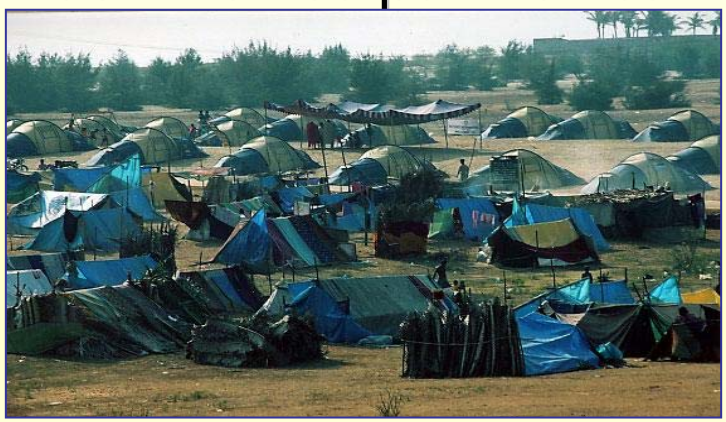
Heroic Efforts Versus Coordinated Planning

Interagency Joint Logistics Imperatives

4

✓ Unity of Effort

- Process definition
- Roles and responsibilities
- Process transparency
- Common output metrics



✓ JLE Visibility

- Enterprise data architecture
- Authoritative source data
- 24/7 access to network

✓ Rapid & Precise Response

- Velocity, Reliability, Visibility
- Efficiency
- Performance tracking
- Process analysis

Conceptual Framework for Interagency Logistics

Interagency Logistics Imperatives

Unity of Effort…without Unity of Command

- Roles & responsibilities in an interagency approach

Interagency Visibility

- Adaptive Logistics Network

Rapid & Precise Response

- AFRICOM Model: More effective & efficient than a military response

Progression of Interagency Logistics

To Interdependency…

How to make the jump to Interdependency?

From Stove Pipes…

A Goldwater – Nichols for Interagency?

What do I need from you…

- ✓ **Believe that interagency logistics is in our future**
- ✓ **Visualize industry participation…how can we partner now…and in the future**
  - **Leverage industry and international partnerships – build new ones**
  - **Work with DoD and other agencies**
  - **Think creatively**
  - **Help change our culture**
  - **Discuss!**

Discussion

USAID
FROM THE AMERICAN PEOPLE

USAID'S FIRST RESPONDER TO A CRISIS:

BUREAU FOR DEMOCRACY CONFLICT AND HUMANITARIAN ASSISTANCE

Office of Acquisition and Assistance, Transportation Contracting

USAID
FROM THE AMERICAN PEOPLE

Leading the U.S. government's international emergency response

Office of Acquisition and Assistance

Transportation Contracting

USAID
FROM THE AMERICAN PEOPLE

- Prevent crises, save lives, alleviate suffering
- Support democracy
- Promote opportunities for people adversely affected by poverty, conflict, natural disasters, and a breakdown of good governance (failed or failing states)
- Implement solutions that link humanitarian efforts with longer-term development goals
- Inter-agency and international cooperation

USAID
FROM THE AMERICAN PEOPLE

- Inter-agency leadership, international cooperation
- NSPD-44 and DoD Directive 3000.5 (Responsibilities)
- Extensive training of people in tasks and cooperation
- Establishment of country, DART and inter-agency processes
- Commodity tracking, communications, knowledge technology
- Lessons for the homeland:
- Individual, community, state, federal needs assessment
- PMs and COs – Select the right implementing partners
- Contractors – Train your people and back them up
- After training - Authority at the appropriate level

USAID
FROM THE AMERICAN PEOPLE

Disaster Assistance Response Teams and Resp. Mgmt. Team

- **DART Training, Crisis Recovery Response Training**
- **RMT Experience – Inter and Intra Agency Coordination**

- **Think in time (task others, changed assessments, problems)**
- **Organizations with processes and trained people in place**
- **COs and Contractors – Performance Based Contracts; Internal Training**

- **Have patience and respect for people who are expressing their frustration with their government**

“CONTRACTING AND CONTRACTOR CHALLENGES ON THE BATTLEFIELD - Integrating and Controlling the Fifth Force Provider”

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LOGCAP III Program Overview – *We Deliver*

CAMP SUPPORT

- Ice
- Fuel
- O&M
- MWR
- DFAC
- HVAC
- Water
- Billeting
- Laundry
- Latrines
- Showers
- Fire Fighting
- Vector Control
- Waste Removal
- Power Generation
- Mail Handling

DESIGN
CONSTRUCT
OPERATE
MAINTAIN

LOGISTICS SUPPORT

- Class I - Rations & Water
- Class II – Indiv Equip/Tools/Supplies
- Class III - Fuel (Packaged & Bulk)
- Class IV - Construction Material
- Class V - Ammunition
- Class IX - Repair Parts
- Joint Distribution Center
- Forward Redistribution Point
- Maintenance Organizational/Direct
- Ice Distribution
- Movement Control
- Maintenance/Recovery
- Material Handling Equipment
- Line Haul (Bulk Fuel/HET/Flatbeds)
- Postal Operations

We Deliver DAILY	Water Produced (Gal)	14.5M	Bulk Fuel (Gal)	1.08M	Ice Produced (Tons)	97
	Meals	534,233	MWR Patrons	67,191	Laundry Bags	40,553
SCOPE	Number of Bases	94	Total KBR Expat Employees	24,529	Boots on Ground	212,745

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KBR

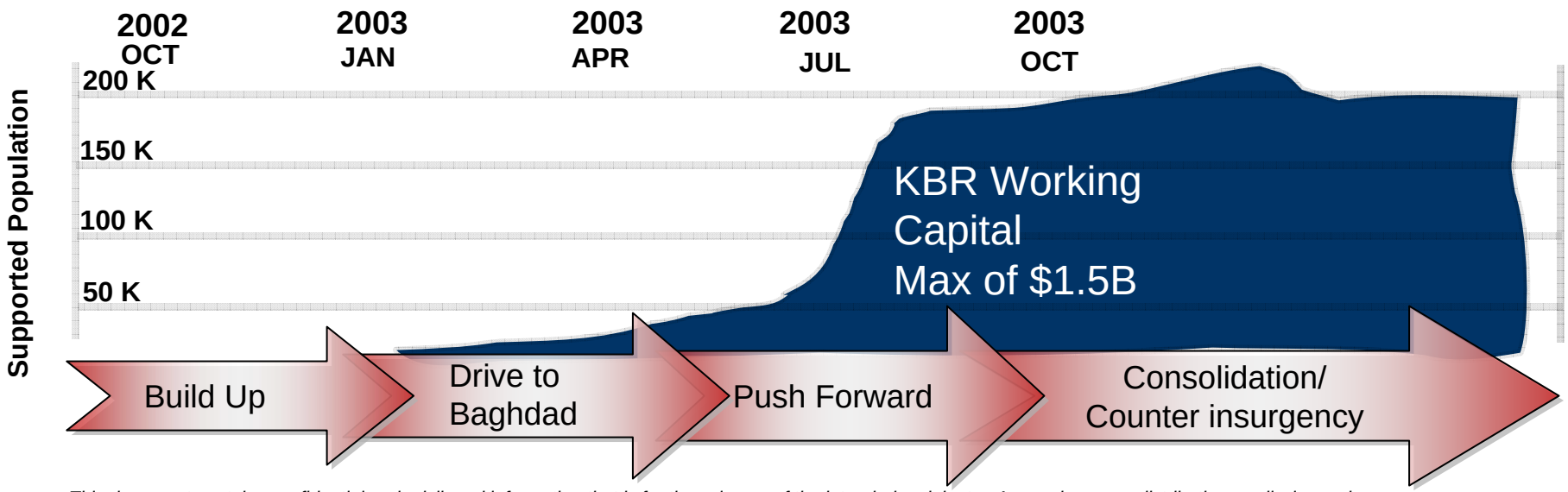
LOGCAP III - Speed and Scale

Plan: Support Population	25,000
Surge: Support Population	50,000
Staging Bases	1
Forward Operating Bases	7

The LOGCAP Contract - Concept

Plan: Support Population	220,000
Surge: Support Population	260,000
Staging Base	56
Forward Operating Bases	36

The LOGCAP Contract – Reality



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KBR

Major Supporting Tasks and Challenges…

Supporting Tasks

- Scalable hiring and deployment processing
- Transportation networks
- 24/7 Operations
- Global communication and information technology capability
- Local, regional, and CONUS purchasing centers
- Capable and federally compliant corporate systems

Challenges

- Language, customs, and currencies
- Subcontractor transparency
- Host nation laws, infrastructure
- Security
- Casualties

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The Environment

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Parting Thoughts

- **Fifth Force vs Inherently Governmental**
- **The FAR and Contingencies**
- **Training and Education**
- **Best Value**

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KBR

Operationalizing Information Technologies: Impact on People, Processes, and Readiness

Tim Harp

DASD(C3ISR & IT ACQUISITION)

April 09 2009

Information Technology Style

- Digital Native
  - A person who has grown up with digital technology such as computers, the Internet, mobile phones, and MP3
    - Typically born after 1980
- Digital Immigrant
  - A person not born into the digital world:
    - has adopted many aspects of the technology, but just like those who learn another language later in life, retains an *accent* because they still have one foot in the past
    - challenged to communicate effectively with digital natives
- Analog
  - A person who chose to not adopt emerging technology

Digital Immigrants challenged to keep pace with Digital Natives

Source: Prensky, Mark; *Learning in the Digital Age*; Educational Leadership, December 2005/January 2006; Volume 63; Number 4 Pages 8-13

Current Generation of C4I War Fighters

Today's leaders & soldiers are digital natives and use IT technologies to their advantage for situational awareness and collaborative, agile decision making

The Environment:*

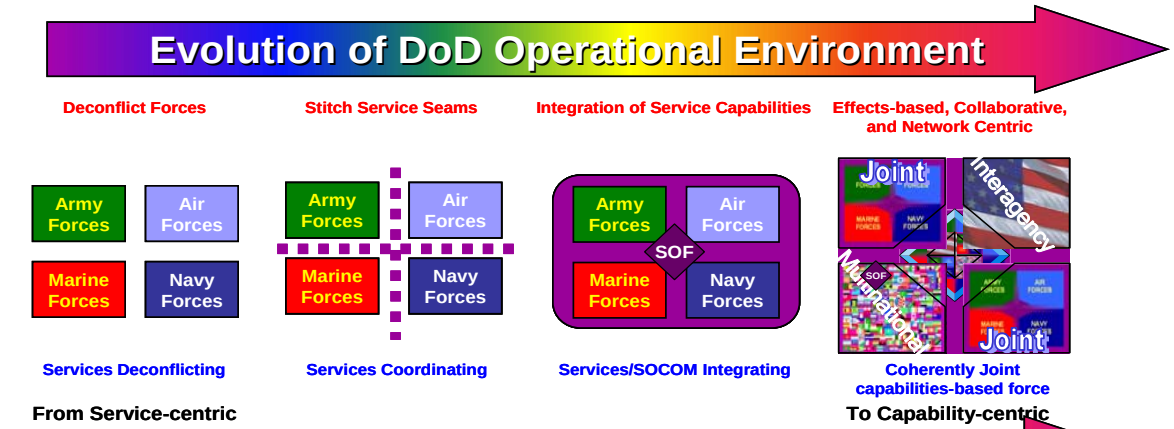
- Lack of information and services that are visible, accessible and understandable
- Information "silos"-- capability needed to move information from one stove-pipe to another
- Hard-wire interfaces aimed at predetermined needs unresponsive to dynamic environment
- Continue to not leverage the latest information technology solutions available commercially

"Digital Natives" trapped in industrial-era institution

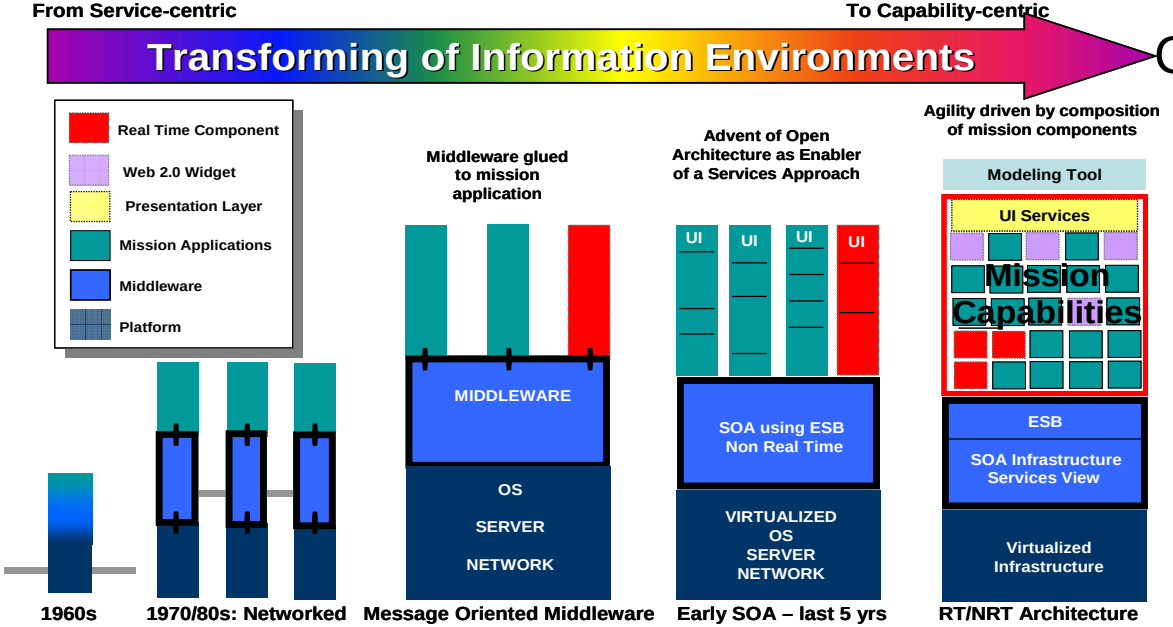
*** Source: DSB Summer Study 2006**

The Co-Evolution

Leveraging IT to Support Mission Operations



Mission needs drive this transformation



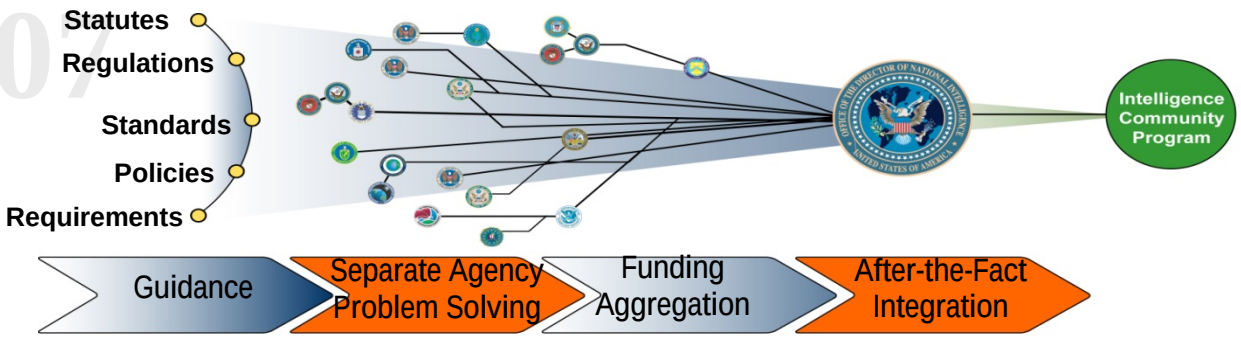
Commercial IT trends drive transformation

DoD is behind industry – now at early SOA phase

Opportunities to Change --
*Leverage Enterprise Efforts**

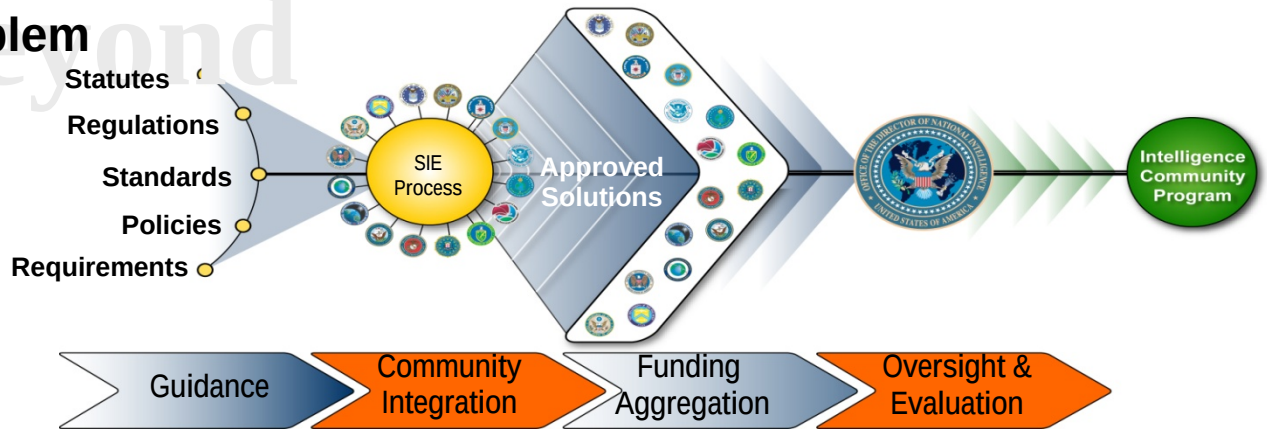
1947-2007

Agency-Centric Problem Solving



2007-Beyond

Collaborative Problem Solving Construct



*** DNI/CIO Strategy**

Intelligence collaboration

Impact on People

- **Logistics**
  - Asset visibility
  - Smart weapons systems
  - Wireless technology
  - Training and simulation
- **Medical support**
  - Single health record
  - Ability to track from front lines to hospital
- **Pay and personnel**
  - Guard, Reserve, active transitions
  - Interoperable

IT "to the edge" improves operations

Impact on Processes

- **Operational decisions are better informed**
  - Blue force tracking
  - Information sharing between all Services, Agencies and Allies
  - Rapid secure communications
- **Logistics processes more responsive**
- **Business processes more efficient**

IT/Net Centricity changes the way we fight

Impact on Readiness

- **Material readiness improved**
  - Asset visibility enabled across components
- **Personnel readiness enhanced**
  - Training
  - Medical
  - Personnel and pay

Net Centricity critical to supporting the Digital Natives

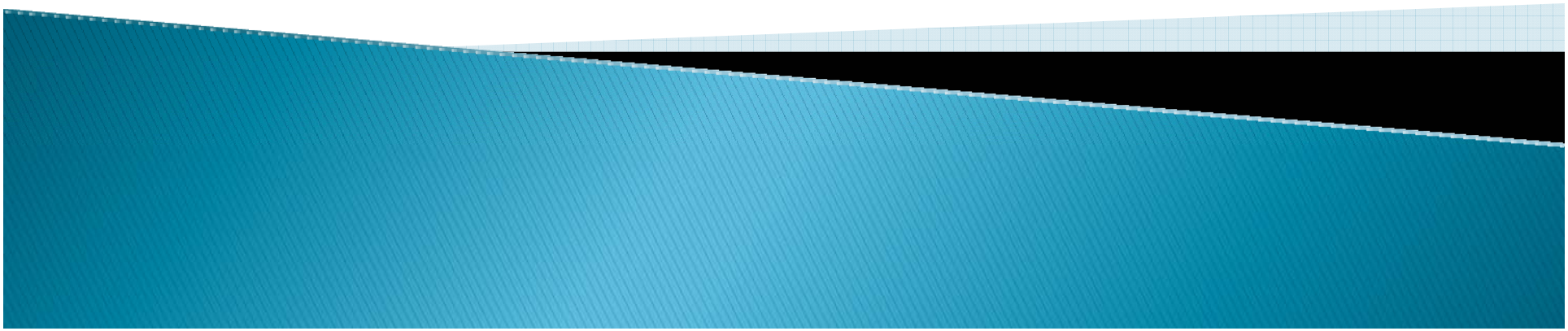
Summary

- Our customers are mostly digital natives and demand Net-centric information sharing to maintain the unprecedented operational advantage
- We are now following commercial industry
- The Department is in a transition from the Industrial Age to the Information Age
- IT will change the way we operate and how we support our customers

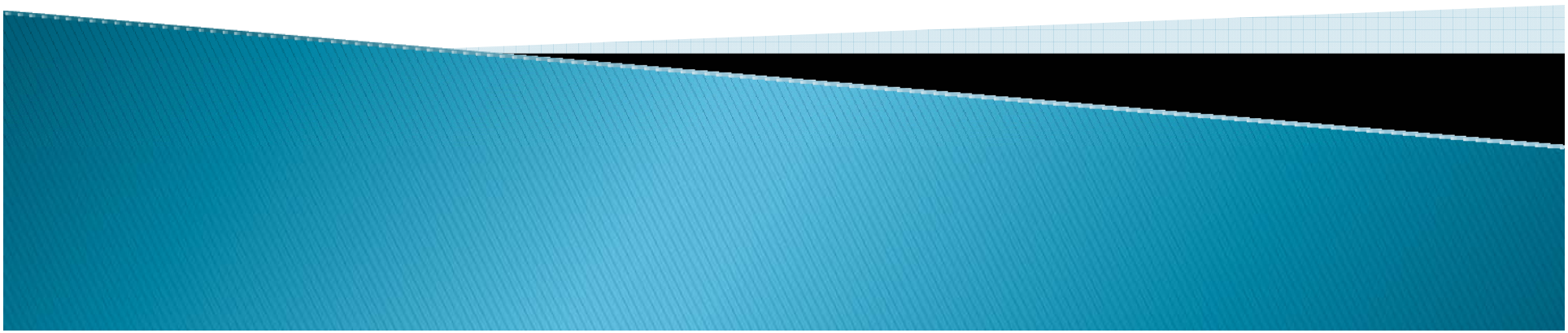
Digital Immigrants challenged to keep pace with Digital Natives

OBI Transportation & Logistics

Air, Land & Sea



Sea Transportation



Hunger Strike Force – USS George Washington

Tsunami Relief – 2005

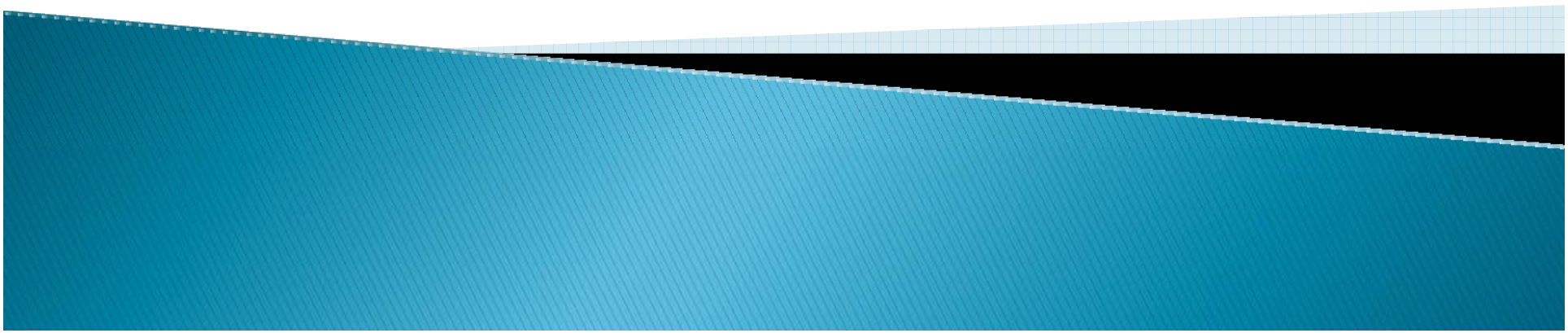
Tsunami Relief – 2005

Indonesia Floods – 2006

Senegal Medical Mission – 2007

Myanmar Cyclone- 2008

Air Transportation



Tsunami Relief – 2005

Tsunami Relief – 2005

Tsunami Relief – 2005

Pakistan Earthquake – 2005

Typhoon Milenyo, Philippines – 2006

Typhoon Milenyo, Philippines– 2006

Mozambique Floods– 2007

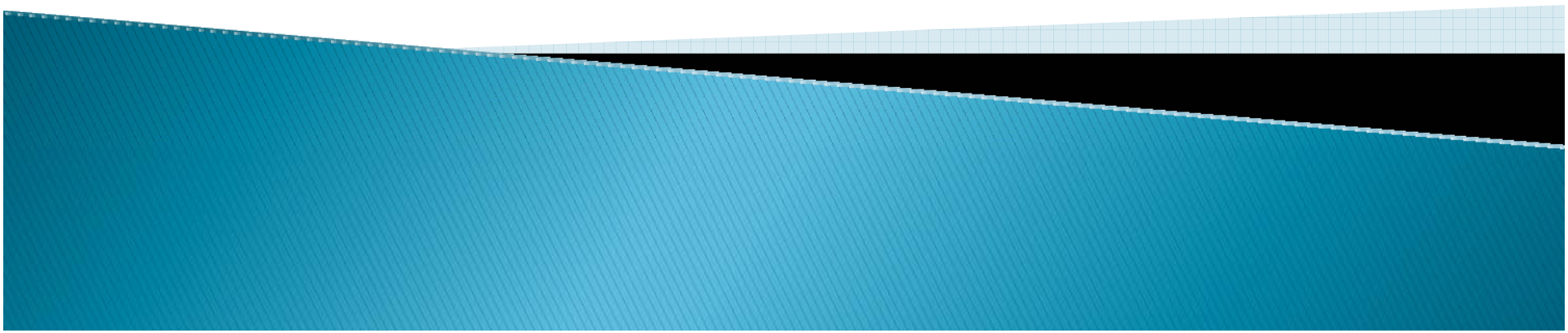
Hurricane Felix, Nicaragua – 2007

Hurricane Felix, Nicaragua – 2007

Mexico Floods– 2007

Ecuador Floods– 2008

Ground Transportation



Niger Famine – 2005

Niger Famine – 2005

Hurricane Felix, Nicaragua – 2007

Bangladesh Cyclone – 2007

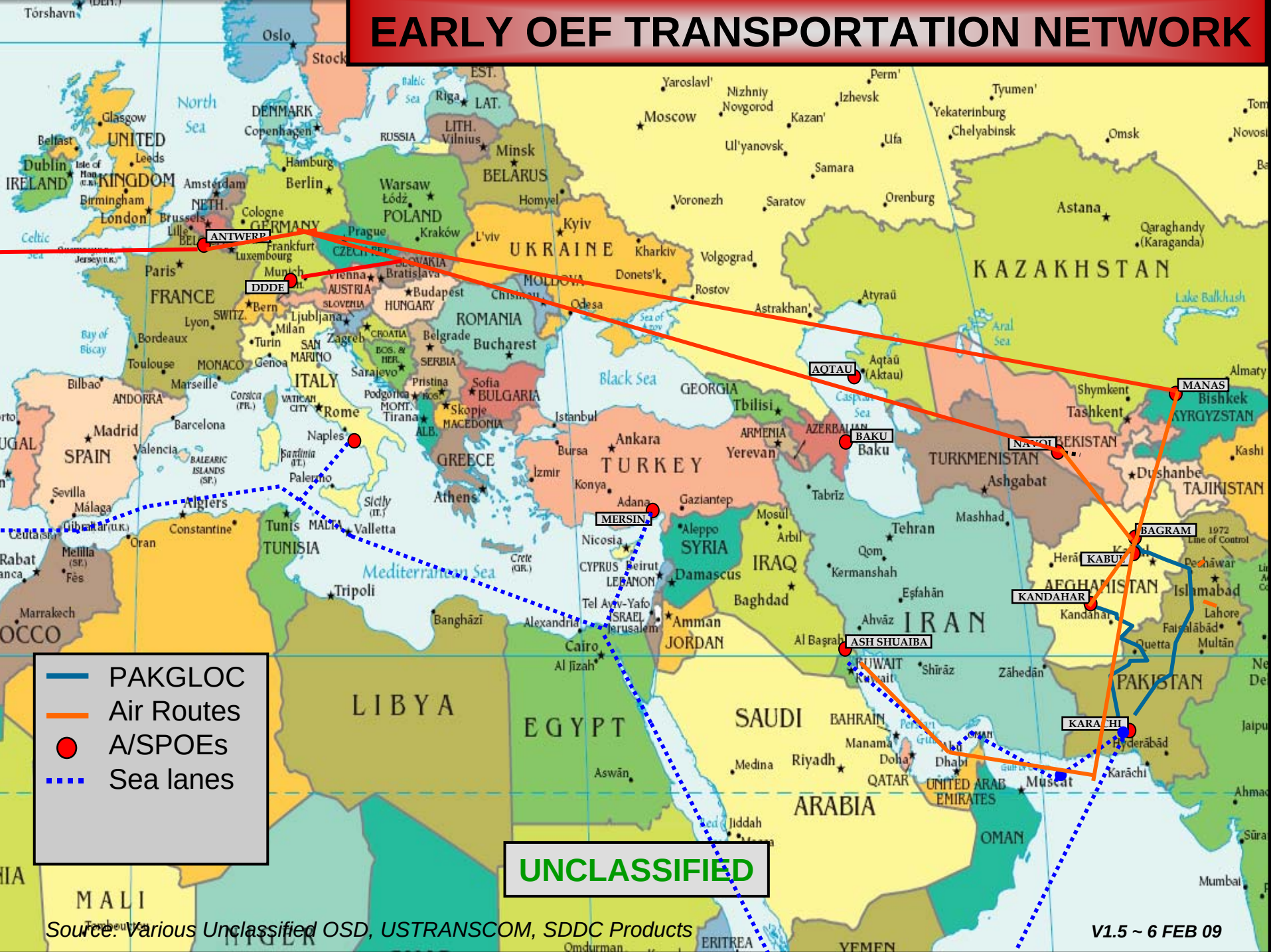
DoD Logistics Challenges In the 21st Century

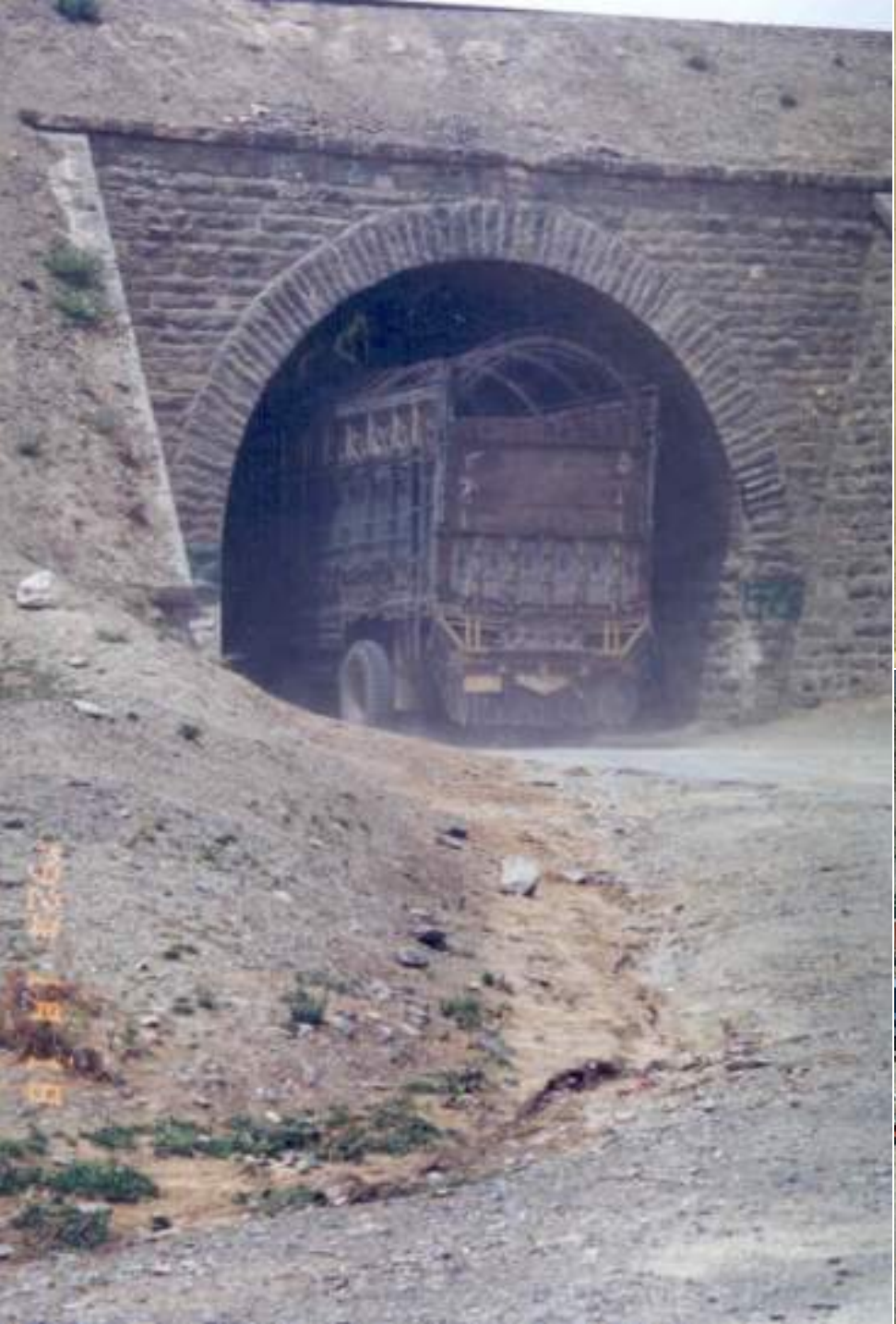
Source: Various Unclassified OSD, USTRANSCOM, SDDC Products

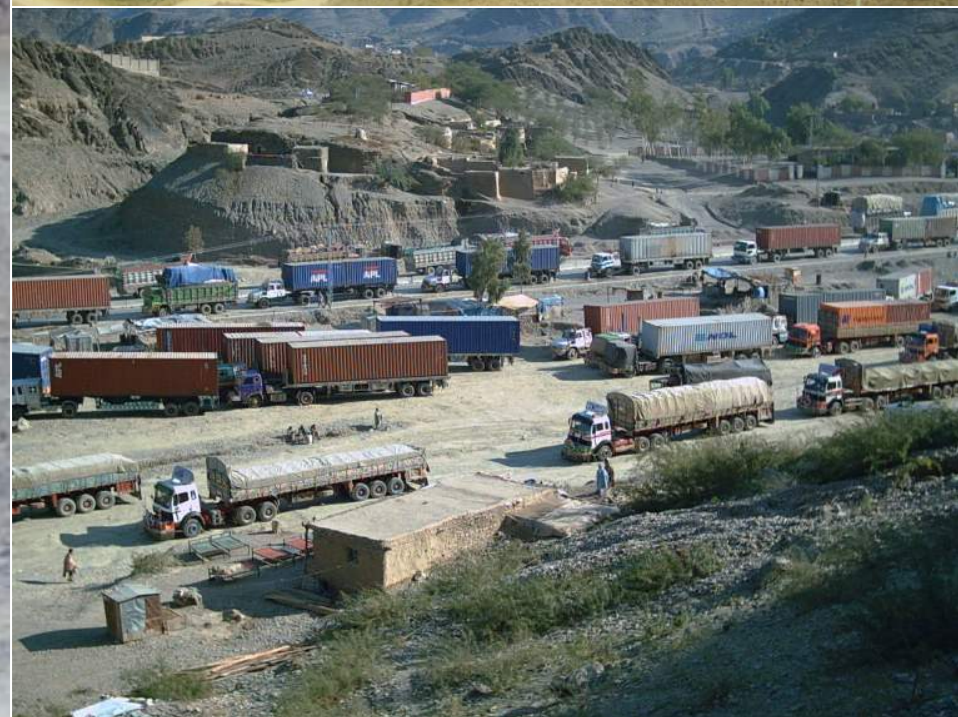
V1.5 ~ 6 FEB 09

Tropic of Cancer
Equator
Tropic of Capricorn
MAURITANIA
Nouakchott
Nouadhibou
MALI
Bamako
NIGER
Niamey
Agadez
CHAD
N'Djamena
SUDAN
Khartoum
Omdurman
Port Sudan
ERITREA
Asmara
YEMEN
Sanaa
SAUDI ARABIA
Jeddah
Mecca
Medina
QATAR
U.A.E.
Al Jawf
Aswân
SENEGAL
Dakar
Banjul
THE GAMBIA
Bissau
GUINEA-BISSAU
GUINEA
Conakry
Freetown
SIERRA LEONE
Monrovia
LIBERIA
Yamoussoukro
COTE D'IVOIRE
Abidjan
BURKINA FASO
Ouagadougou
Zinder
Kano
BENIN
Porto-Novo
Cotonou
TOGO
Lomé
Accra
GHANA
NIGERIA
Abuja
Ogbomoso
Ibadan
Lagos
Moundou
CAMEROON
Douala
Yaoundé
Malabo
EQUATORIAL GUINEA
Gulf of Guinea
SÃO TOMÉ AND PRÍNCIPE
São Tomé
Annobón
(EQUA. GUI.)
Libreville
GABON
REP. OF THE CONGO
Brazzaville
Pointe-Noire
Kinshasa
ANGOLA
(Cabinda)
Luanda
Lubango
Namibe
Windhoek
Walvis Bay
NAMIBIA
BOTSWANA
Gaborone
Pretoria
Johannesburg
Mbabane
SWAZILAND
SOUTH
Maputo
MOZAMBIQUE
Beira
Mozambique Channel
Bassas da India (FRANCE)
Europa Island (FRANCE)
MADAGASCAR
Toamasina
Antananarivo
Mahajanga
COMOROS
Moroni
Mayotte — (admin. by France, claimed by Comoros)
Juan de Nova Island (FRANCE)
Glorioso Islands (FRANCE)
Cidade de Nacala
Blantyre
MALAWI
Lilongwe
ZAMBIA
Lusaka
Lubumbashi
Kitwe
Namibe
Luanda
Mbuji-Mayi
Kisangani
Bukavu
RWANDA
Kigali
BURUNDI
Bujumbura
Lake Victoria
Lake Tanganyika
Lake Nyasa
Dodoma
Zanzibar
Dar es Salaam
Mombasa
TANZANIA
KENYA
Nairobi
Kampala
UGANDA
Mogadishu
Juba
CENTRAL AFRICAN REPUBLIC
Bangui
ETHIOPIA
Addis Ababa
Djibouti
DJIBOUTI
Hargeysa
SOMALIA
Prov. Admin. Line
Gulf of Aden
Red Sea
Nile
Congo
Indian Ocean
South Atlantic Ocean
Ascension (St. Helena)
St. Helena (St. Helena)
SEYCHE

EARLY OEF TRANSPORTATION NETWORK





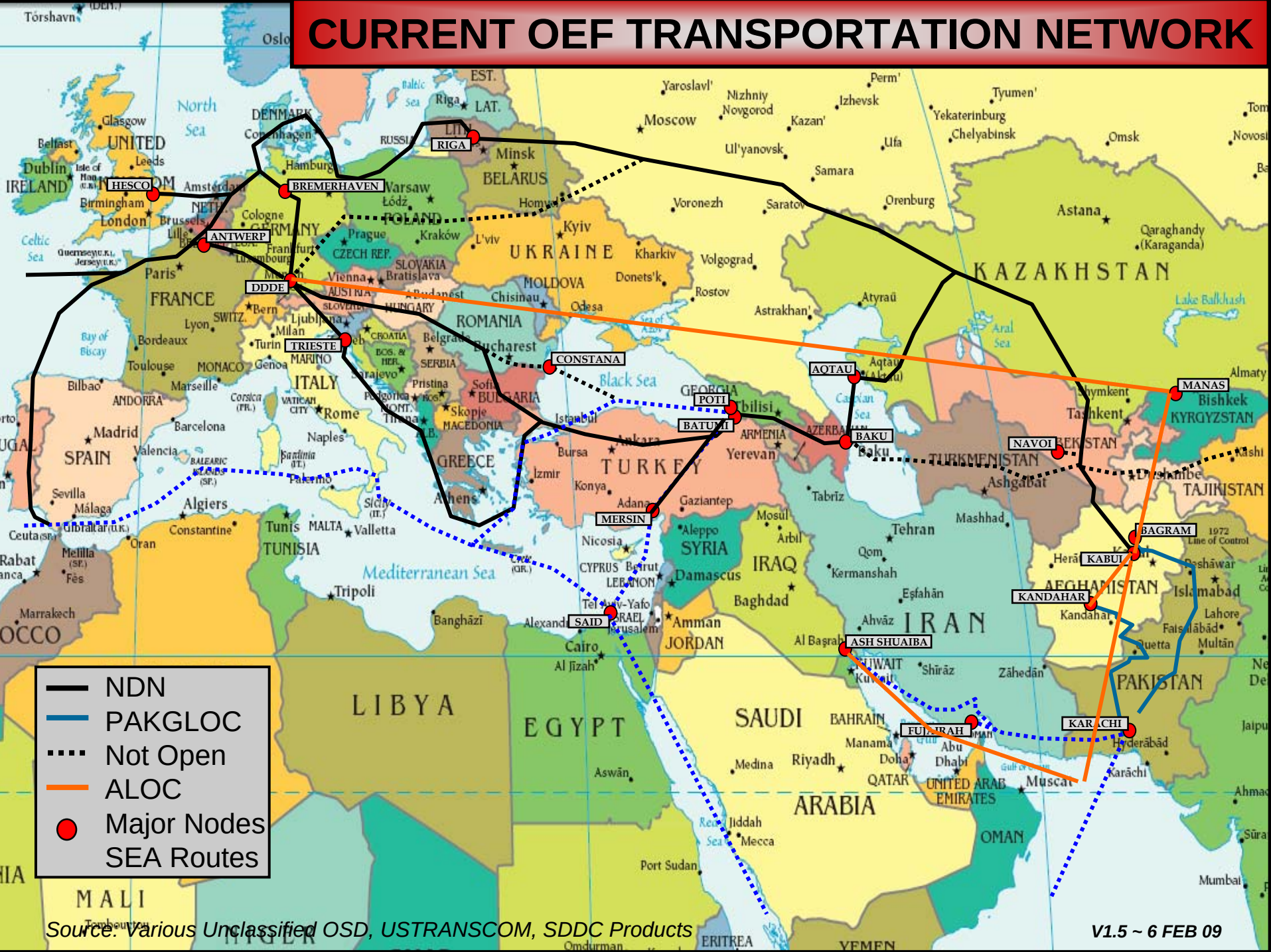


ANTON
DESIGN

AREA 51

IRISL
IRISL

CURRENT OEF TRANSPORTATION NETWORK



Source: Various Unclassified OSD, USTRANSCOM, SDDC Products

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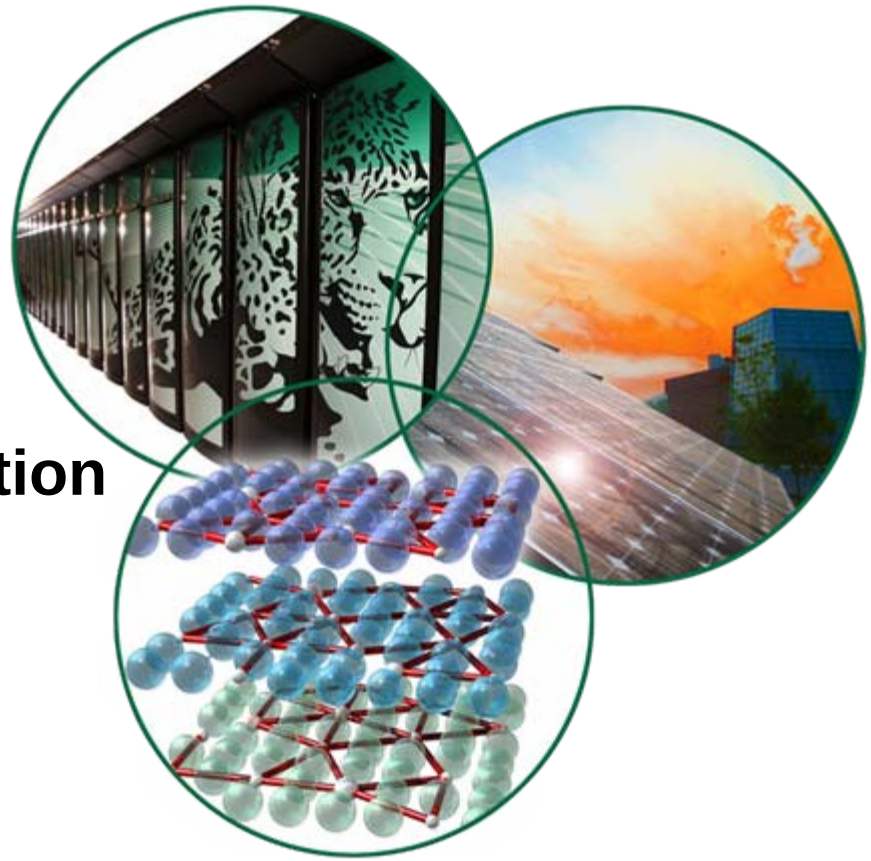
SWL 25T

FLAMMABLE
3

CABBAGE
CABBAGE
CABBAGE
the PRODUCERS

Torkham Border -- 19 Nov 08

Oak Ridge National Laboratory
—The “not so foggy” future!



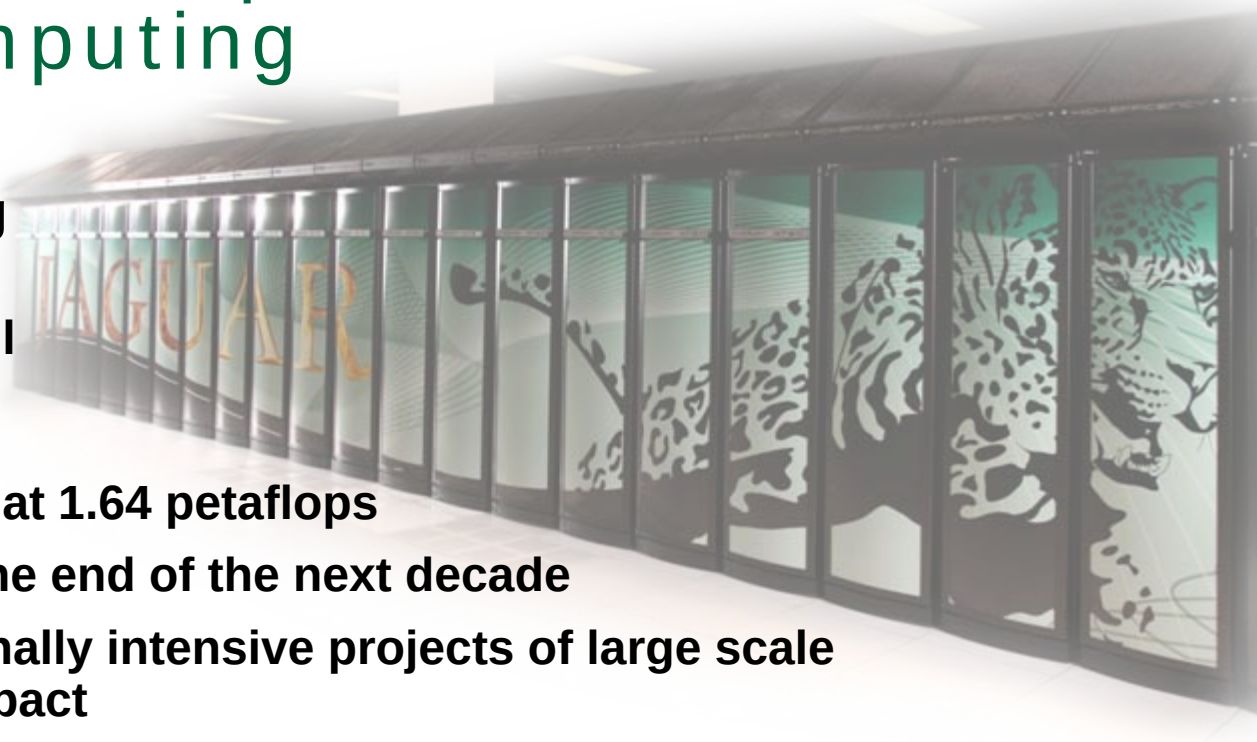
MG(R) Dennis K. Jackson
Director, Logistics Transformation
National Security Directorate

jacksondk@ornl.gov
(865) 574-7382

U.S. DEPARTMENT OF ENERGY

OAK RIDGE National Laboratory

Leading the development of ultrascale scientific computing



- **Leadership Computing Facility:**
  - **World's most powerful open scientific computing facility**
  - **Jaguar XT5 operating at 1.64 petaflops**
  - **Exascale system by the end of the next decade**
  - **Focus on computationally intensive projects of large scale and high scientific impact**
- **ORNL team won the Gordon Bell Prize at SC'08**
- **With the University of Tennessee, developing a second petascale computer for the National Science Foundation**

ORNL Is Committed to the Knowledge Discovery Agenda

- **Entire Research Division Focused on Knowledge Discovery**
  - **130 full-time staff**
  - **50 subcontractors**
  - **50 students**
- **Outstanding Resources:**

  HPC, Networking, MRF, JICS
- **LDRD Initiative in Knowledge Discovery**
- **Programmatic efforts well-aligned with this science agenda**

OAK RIDGE National Laboratory

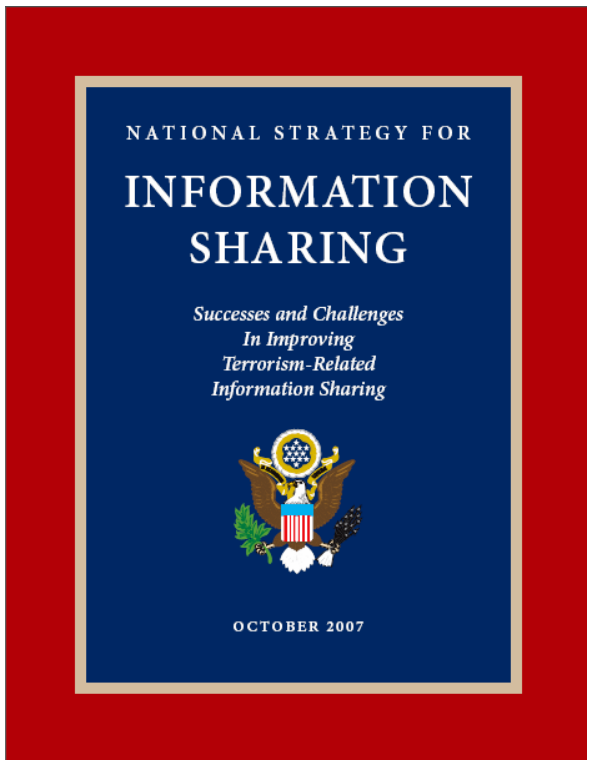
ORNL's Focus in Knowledge Discovery…

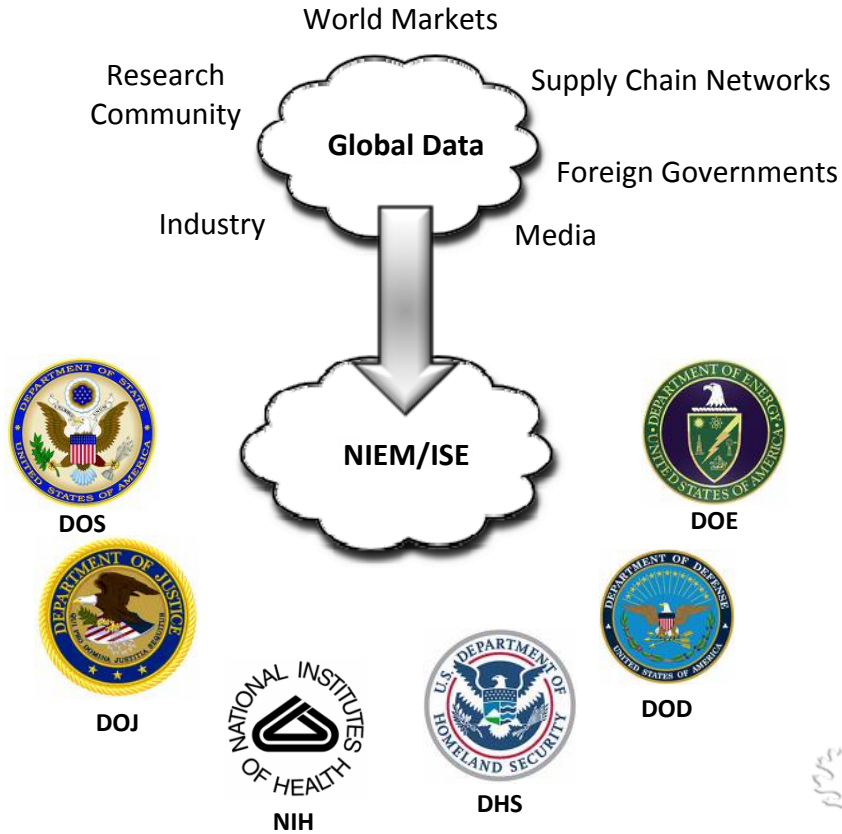
- **Actionable insights from massive, dynamic, disparate data sources**
  - **Knowledge representation of disparate data sources**
  - **High speed analysis and fusion of text, video, audio, and sensor data streams**
  - **Geospatial and temporal data science**
- **Ability to ask more complex questions and detect more complex processes using increasingly higher data resolution**
  - **Population models and population data development**
  - **Modeling and simulation of emerging behavior in complex systems (e.g., social systems)**
  - **Real-time data driven simulations (take advantage of data resolution and availability)**

OAK RIDGE National Laboratory

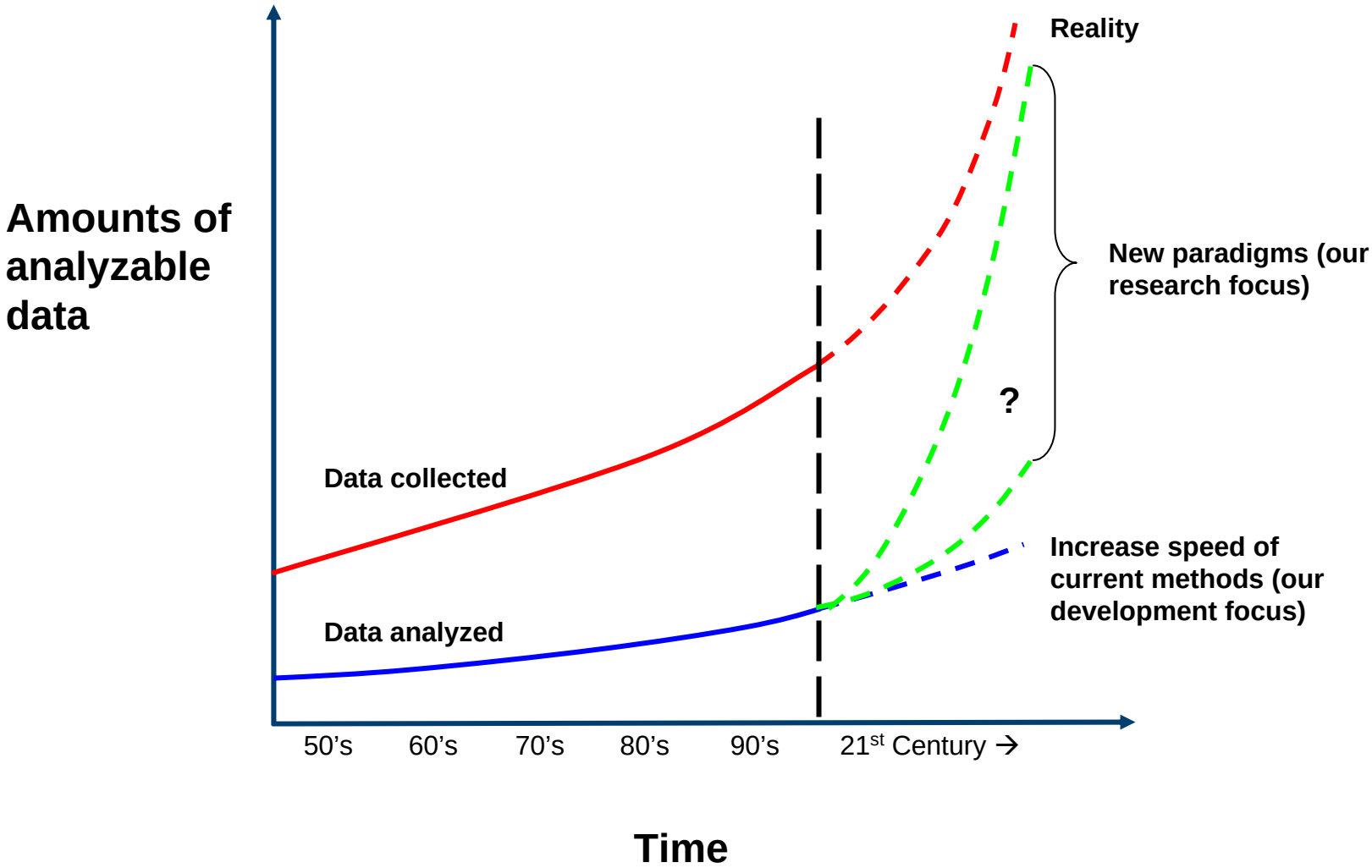
Knowledge Discovery Challenge

How to trigger and coordinate a discovery process across data held by industry, academia, and government agencies within and outside the United States





Knowledge Discovery Challenge



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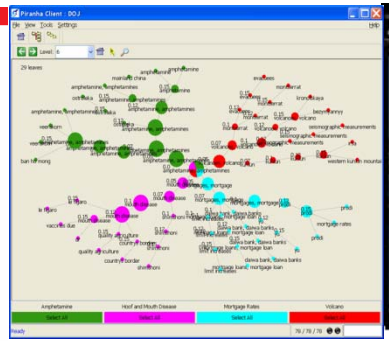
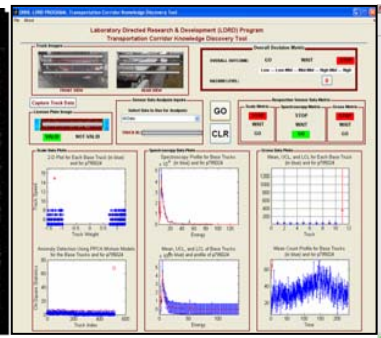
Research and Development Focus Areas

Sensor Networks

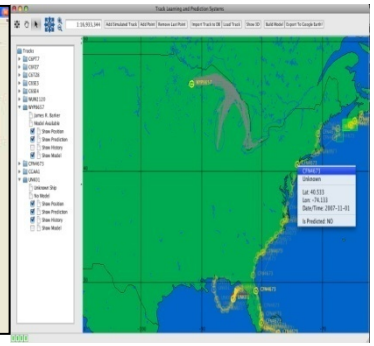


Analysis in Network

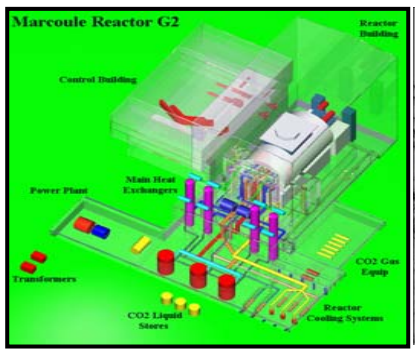
Persistent Surveillance



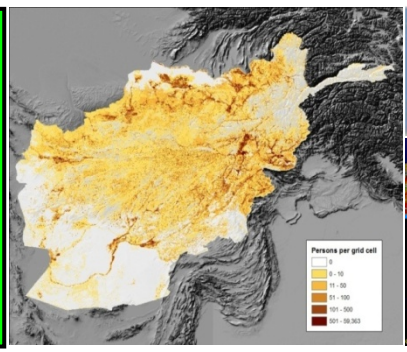
Data Fusion



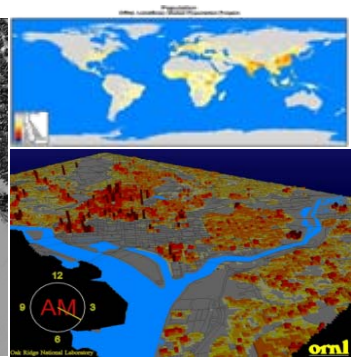
Anomaly Detection



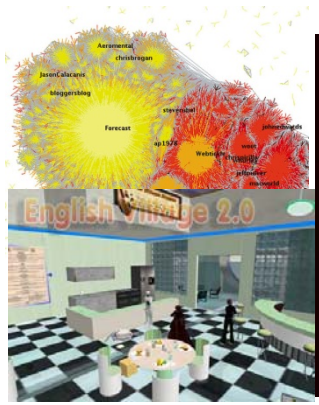
Predictive Analysis



Emergent Behavior



Population Dynamics



Social Data Analysis

Quantum Information

OAK RIDGE National Laboratory

Our largest set of projects relate to collection, analysis, and dissemination of sensor data.

- **Interdiction, detection, emergency response**
  - Mobile, Transportation Corridors, Ports, Military Bases
- **Real-Time Data Management**
  - Collection, Dissemination, Archiving
- **Pre-deployment analysis**
  - Cost, Performance Prediction, Risk vs Benefit

- **Wide-area ubiquitous sensing, actuation, and deployment**
  - Orchestrating the functionality across a large system of distributed sensors/processors (eg Electric Grid, Autonomous robotic systems)
- **Cross-agency and cross-administrative boundary data-sharing and interoperability**
  - Standards and policies
- **Net-Centric Services**
- **Security, Access Controls**

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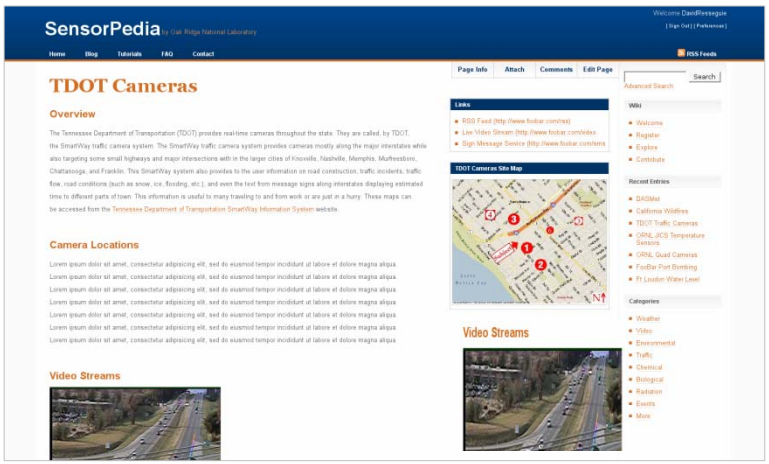
Social Network for Sharing Sensor Data



SensorPedia

Addresses the ability to access and fuse data from disparate sensor networks

Use of Web 2.0 "social networking" technologies (e.g., RSS, wikis, podcasts, mashups, blogs, and streaming video)

Key identity management and credentialing standards

Data owner controls publishing and subscribing

Explores how volunteered sensor data is being used and shared

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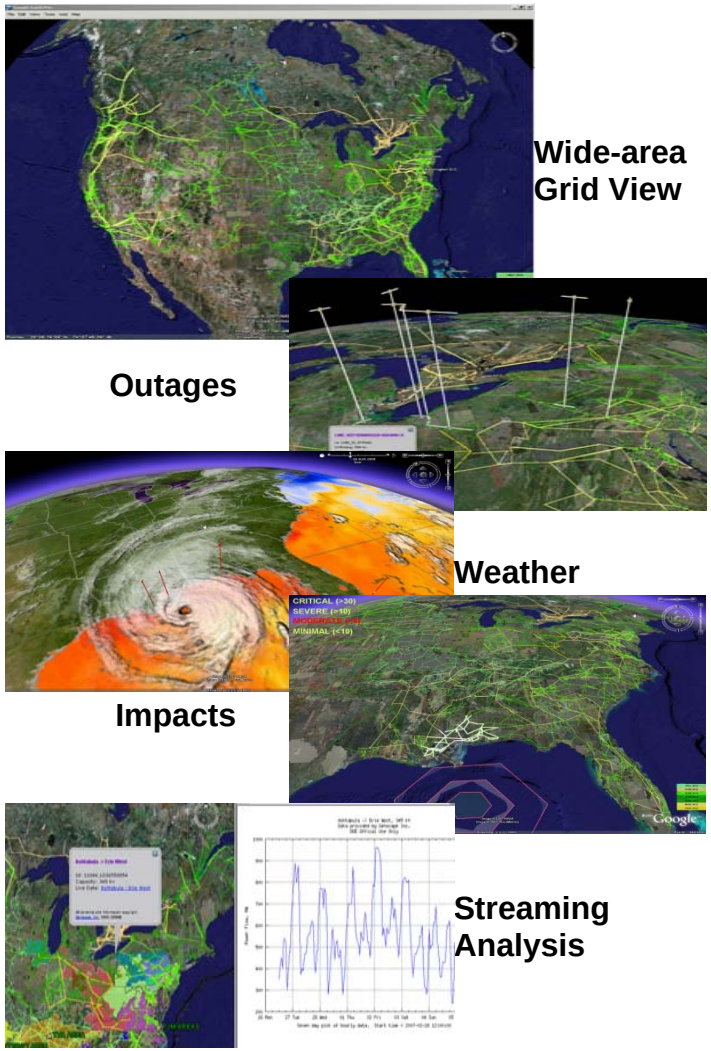
Knowledge Representation for Situation Awareness of the Electric Grid



- **Organize, stream, and fuse data from various sources through an analysis pipeline**
- **Present an intuitive visualization of the status to end-users**

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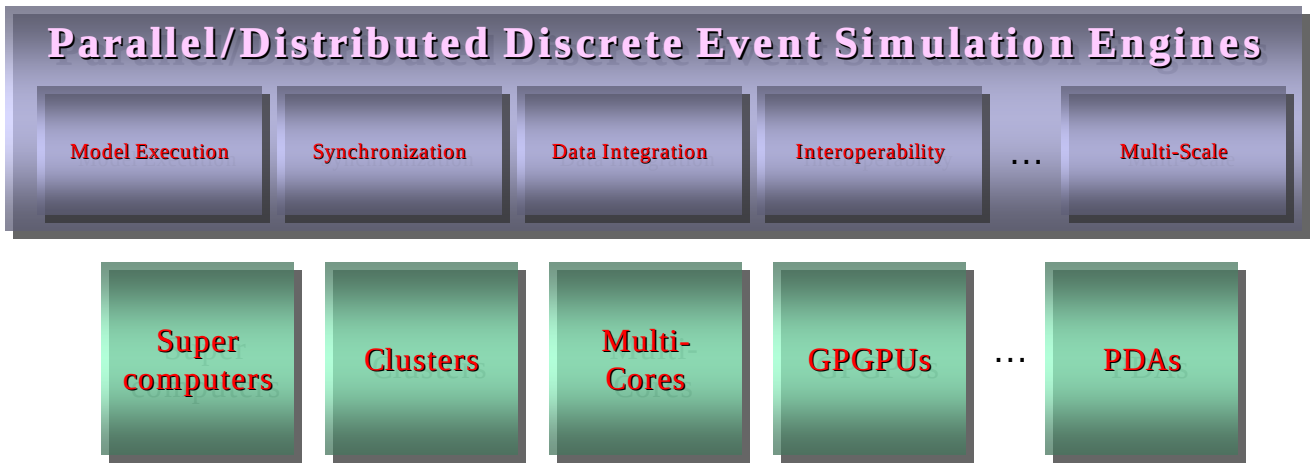
Where are all my local, state, and federal assets?

- **What assets can I track at all times?**
- **How well can I estimate the location of non-tracked assets?**
- **What computational resources will be required?**
- **What are the uncertainties?**



IBM Blue Gene Award for scalable algorithms

Best Paper Award for agent-based methods

Tackling DTRA 105 persistent surveillance grand challenge**

OAK RIDGE National Laboratory

Event Spectroscopy: Natural Disasters

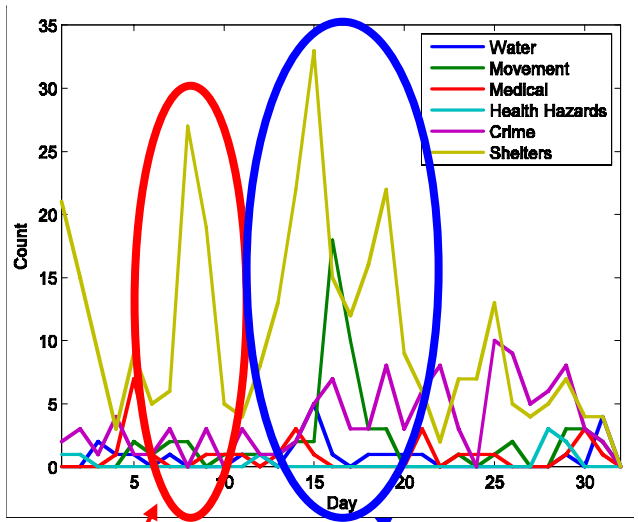
ABC
NBC
CBS
PBS
CNN
FOX News
MS NBC
REUTERS
Associated Press
Google News
RSS
BLOG
moreover
A VeriSign Company

Text
Time-series

Textual Prism

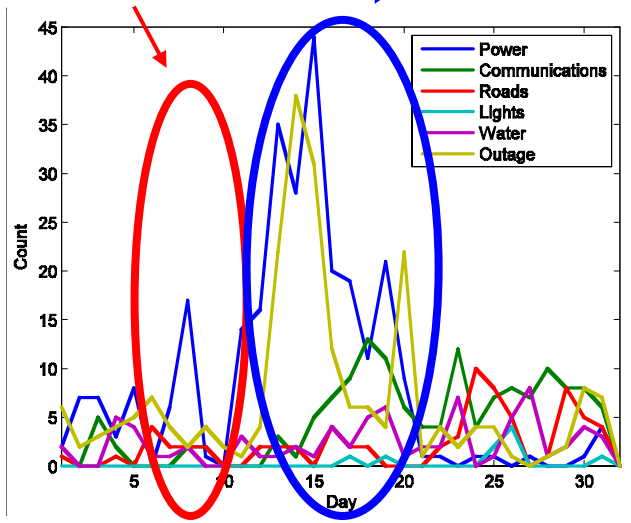
Technical	Social
Power	Water (health)
Communications	Movement
Roads	Medical
Lights	Health Hazards
Water (Systems)	Crime
Outage	Shelters

Social Spectral Components



Tornadoes
Jan 7, 2007

Ice Storm
Jan 14, 2007

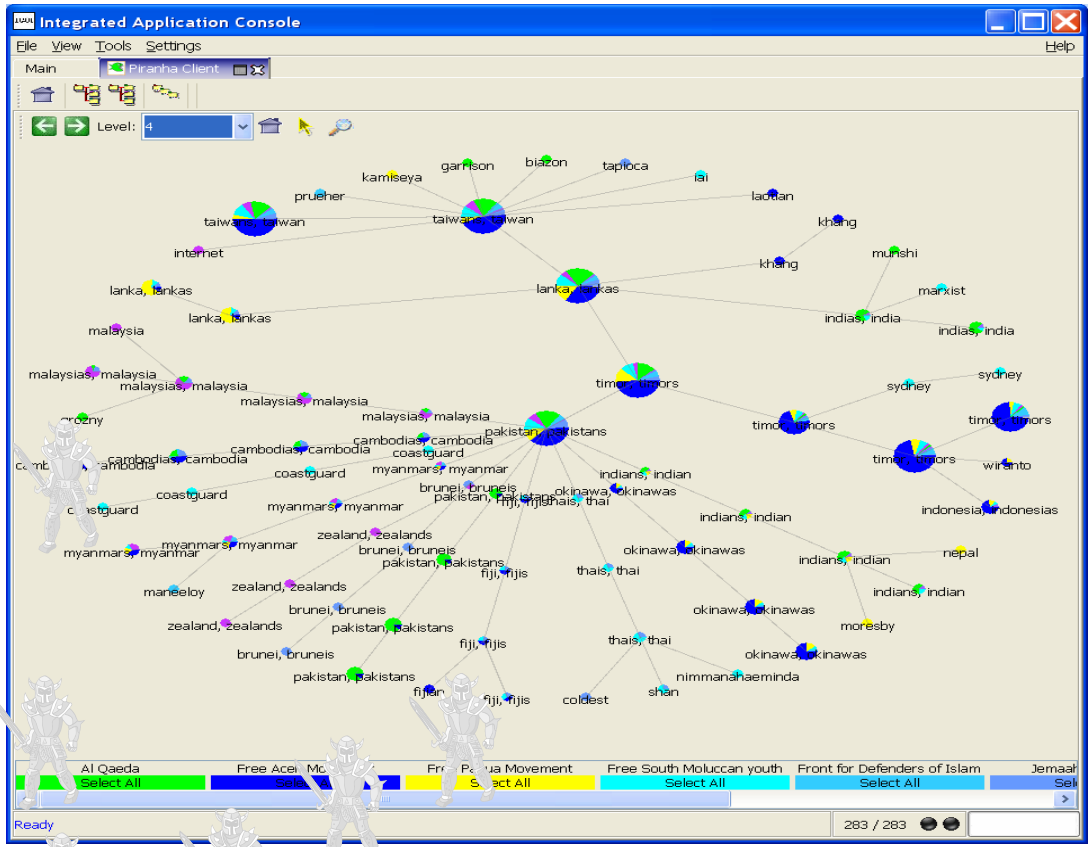


Technical Spectral Components

OAK RIDGE National Laboratory

Piranha

Knowledge Discovery Engine



2007 R&D 100 Award Winner

Textual Analysis

- **We understand this problem**
  - **8 years of research**
  - **40+ Papers, 3 patents**
  - **Hands on experience with DHS, Military, IC, and Industry**
- **We are very good at it**
  - **$15M in research investment**
  - **19 group members**
  - **R&D 100 Award (Oscars of invention) in 2007**

We can read a newspaper, but not a library … without help

THE VICTORIA GAZETTE.

VOL. I. VICTORIA, VANCOUVER ISLAND, FRIDAY, JUNE 25, 1858. NO. 1.

THE VICTORIA GAZETTE,
AND ANGLO-AMERICAN,
IS PUBLISHED
Every Wednesday and Saturday Morning,
AT VICTORIA, V. I.

TERMS:
Single copies ..... 12½ cts
Yearly subscribers ..... $ 75 00
Half yearly subscribers 40 00
Monthly subscribers 7 50

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HAPPINESS.

Our sweetest songs are those of sorrow,
For deepest wells are found in tears,
And memory wakes the sweetest music
When all the heart is worn with years.

Tell me, ye wealth, on smiling plain,
Where can I find true happiness?
In every clime, in every reign
One theme for ever echoed!

The wide world traveled over land,
Has known no rest nor quiet,
And Nature's ablest chemists said,
No bliss has man the lover.

I questioned Love, whose early sway
Is very much in season,
And heard the fair deceiver say,
His light was dimmed by Reason.

I questioned Friendship. Friendship sighed,
And said, 'twas but a name,
That now within hers or mortal mind
Were existence in the power.

I asked if Time could bliss bestow?
The hoarded hoard said well,
That, Aiding from her withered brow,
His moistened years fell.

I enquired of Poetry, if her cleft
Child ever the true secret found,
And she replied, in accents soft and still,
'Twas somewhere underground.

I questioned Virtue. Virtue sighed,
Her hope could the disprove:
Nor Virtue nor her sisters, she added,
Had human Passions.

I questioned Death; the stately shade
Refused to know answer,
And "I am happiness," he said,
If Virtue join to these here."

RAFFLE WANTED.

Her forehead fair was wrinkled, while her whole body bent as though it were pressed with a load that had been originally intended for a fifty men's burden. She had now suffered from sickness, as was shown by the scars all over her body—scars of the carrying load bursting that had been performed on her by noble Kaffir doctors, who, as we know, are said to be much skilled with herself—in consequence for which I can only surmise by the absence of looking glasses in the village. I did not feel much inclined to make other my near walk to-day, so I took a seat near the door of the hut, and watched the old lady trim my cigarette into small. She first cut it up into little bits with her scissors, and brought the loose stems to the floor; then the lower stems to the floor; then the leaves, which she cut into bits of tobacco, and with the stems, which was nearly similar, and about the size of an ordinary egg, she commenced grinding the tobacco; it seemed very hard work, as she pressed heavily on the stone during the operation. After a time she added some water, which made it into a thick paste, and then rolled it into a whole cigarette. After a great deal of grinding and scraping, the operation began really to look like small-powder. She then got a wooden spoon, many feet of which resembled, and mixed them with the tobacco. More grinding seemed to send gnaw the two compositions, after she tried a pinch herself, and then rolled it up in a piece of paper in the rest, and would then I expect. During the whole time that she was at work, she was showing displayed remarks to me, and at length proposed, in the most abandon and bare-faced manner that I should marry her daughter. I regretted to know much of the domestic fine opened was the proposal being, and was shown a young girl, who was sitting in the hut, with whom the appearance of a gutted darling Chinese fancy. I remained my laughter, and told the old lady that when she (my) became taller, and very fat, I might then think more seriously of her proposition; but as at present I had but six cows (the required price), that I could not entertain the subject. She then very kindly told me she would put me down for the six cows, and that in the interim I might fix whether that, and for all I know, this kindly character may now be waiting in unexpressed plumpness.

I stayed here some days at this kraal; when the time day I had no bread or biscuit, but merely roasted Indian corn and meat, with the wood, and slept under the stars each night. I therefore left the next at break, roasted and a leg, and bidding my attendant companion farewell, I distributed beads and tobacco to the women, some buttons to the men, and then took my departure. I should wish to specify in the manner in which I, a perfect stranger, unknown by name or reputation, to the savages, was treated during this visit. They were kind, civil and really hospitable. I was never asked for anything, nor was offered any more than nothing with a hard of milk and water once, nothing there down cruelly beside me, here with her wild black eye, look my face, and say, 'Ah, to know,' I mean, what—Kaffirs among the daffirs.

THE VATICAN.

To the people of the present day, the word Vatican belongs to mean the head of the Catholic Church, it being the name which is given to the place of the Pope of Rome the

"Tenders of the Vatican,"

as applied to the accumulation of the Popes, by birth and affirmation; though the collection subsequent is manifest but little want of order, and the Vatican, properly so called, as before intending, has certainly declined a series of historical as Rome, of the Smithsonian Institute, in Washington, in one of which he gave a very interesting account of the origin of our word Vatican, meaning it to Mount Vaticanus, a hill near by the ancient Etrurians as a place of worship, long before Rome was born, on the former site of which the Vatican now stands. Here, during the glory of ages of the Etruscan city, who bore the form of a young child. Jamus an augur, which comes from saying, for my of a child.

The pagan priests at this god enjoyed a very great reputation on account of the accuracy of their predictions, which they professed to receive from Jupiter, at his visible as the god of the sky, and from the flight of their sacrificial fire, our other place of worship, the Vatican of the Jolly being conducted upon the open hill beneath the shade of a spreading tree. This tree was subsequently by certain plates of metal fastened thereon. When the Romans succeeded to the primitive occupants, they perpetuated the tree as the hill for sacred purposes, and dedicated it to Jupiter, and erected their own tree, and decorating the dead within its precincts. From the Roman emperors the hill passed into the hands of the Christian Church, and the sacred tree were removed by the Catholic successors of Jupiter and Apollo, even as the sacred domains belonging to the Pagan Gods were appropriated by the Christian successors for ministers to them, even as the soil of man survives the individuality the immortality of his nature.

THE BIG FRENCH BALLOON.

It is now said that M. Godard, the great French aeronaut, who has been so long at work at his mass-Atlantic balloon, has now brought it to completion, and is ready to commence his flight from Europe to America, as soon as he shall have made a few experimental trips across the Mediterranean. The balloon is constructed of silk, and has already made—up the season, although we have not yet seen the reports in any of the leading journals—no less than the map of Mediterranean in Algiers and back, accomplished once since Hannah Hamilton without accident. The speed attained was not ascertained under the hour, but the management of the machine is alleged to be a work of but little difficulty. The calculation of the inventor is, that he can make the passage from Europe to America in 48 hours, and when the air is fairly worked may make it a regular business to transport passengers for ten dollars each.

The cost of the machine which M. Godard has now completed, is stated to be three millions of francs, including all it necessary appendages. It is said that the receipts of the same kind is estimated at seven hundred and fifty thousand francs, so that the undertaking promises to be quite as lucrative to all those concerned, in one way, as to the inventor. Already upon the subscriptions of the Rothschilds have made an offer for the privilege of putting up, at once, in Paris alone five of their balloons, one to be stationed in each of the five principal squares, with conveniences and stairs. The capital which they propose to invest in the enterprise is set down at fifteen millions of dollars. It is rarely solved, by many who are acquainted with the merits of these aeronautical and the practicability of the aerial conveyance, that so soon as a fair demonstration is made of the safety and perfect regularity of the aerial navigation can be counted on, many applications will come, even for carrying letters.

If the track of the proposition three can not be much doubt; but of the time when the "fair communication" will be made, doubt will arise, we apprehend, for a considerable time longer. France has been, particularly fertile in ballooons and aerial projects, and when success is attained, the experiments will, we have little question, be made in that quarter; and the genius of the people, we think, probably, have the pleasure of witnessing the event.

THERE'S TRUE BLUE.—Pale-faced girls should learn plainly to exclude Blue Mass. Who there ever a young lady who was willing to admit that she had a pale face?

THE LAWS OF CONTRARIES.—In America, the north is the hot wind, and the south the cool; the westerly the most unhealthy, and the east the most salubrious; it is some one with the opposite when it is winter at home, and the barometer is considered to rise before bad weather, and to fall before fine weather. Again, the sun is to the north on the whole; the rain falls more, and has a dutch bill; the kangaroo, for instance, has towards the forward the opposite; has four claws on his two paws, three claws on his hind; the bear, and the porcupine has a tail. There is a bird (mollybags,) which has a beak in its mouth instead of a tongue, a fish, a cat-tail belonging to the same race, which has a head at both ends, and a bird in the trees, and the parrot is the same; the tailors are cold, and the cannibal type warm; the settle is a safer one, and the poplar a dwarfish shrub; the pears are of wood, with the stalks at the broad ends; the cherry grows with the stone outside; the dollar—"Second with machinery; the moon has twenty-one and not in her body was a man; the sun is a man, and the moon a woman; the wounds compare deeply, and is not found to understand. I never saw a man so hard that senior lived or died. Also the is it more usually being follow they are as ill as he was. There was trouble about—there might be matter. So soon as the breath was out of his body we might be in such safety from it. I can not go over the reports of dying men, but I have seen a few, and have noticed in all one, "really, nothing, nothing." The most dry compliment, and the most unreasoned, and hence that one remembered. Keep that man awake with danger, and he cares little or of anything until his duty was done."

CONVERSATION.—There is no part, perhaps, of social life, which affords more real satisfaction than those hours which we pass in natural and unrestrained conversation. That conversation, however, may answer these ends, it is necessary to disregard the care who are to join it; it must come together with a determined resolution to please, and to be pleased.

In the conduct of it, he not eager to introduce a favorite subject, or assume a character yourself, since you cannot either to advance or support it. Nothing is more tiresome than a dogmatical, or more disgusting than a pedant, who introduces every thing in his own way, and talks of nothing but what he himself understands. Inattention is likewise very disagreeable; and nothing is more contemptible than a person who is always laughing.

Taciturn are the company with your own private concerns; you must learn how to be pleased with those of others. Years are so little regarded, that no one is ever to be ashamed or other else unseemly to judge of this matter.

Careless, but with decency and propriety, that each person may have an opportunity of discoursing. By observing this rule every one has it in his power to assist in the entertainment of the company, and to render his own conversation agreeable to others. Nothing is more contemptible, and more disgusting, than monopolizing the whole discourse to himself, and engrossing the attention of the company to his own affairs. Those who are apt to be guilty of this error, should be informed that they are not only tiresome, but ridiculous.

LOSS OF THE BRITISH PROVINCES.—Two members of the Nova Scotia government went to England but fail to seek the re-annexation of the imperial government in recommending a union between Canada and New Brunswick, and Nova Scotia; also to confer with that government respecting the establishment of a judicious system of uniformity in the tariffs of the British provinces. In consideration the subject of a Federal Union of the Provinces. Respecting the latter question, the correspondence report that the Secretary of the Colonies informed them "That Her Majesty's Government had no desire to interfere with the determination to which the Colonies themselves might come on a point so immediately affecting their own interests, but that they did not think it proper that action should advance that measure which appeared would appear to consider to the encouragement of their wishes. Mr. Labouchere's correspondence we learn, in fact, that while he declined to call the Union of Canada and the Lower Provinces simply and unilaterally, he held out encouragement and affirmance, he believed that the Union of the Lower Provinces would be highly beneficial, and had, greatly to his satisfaction, been pleased to hear that progress.

"ONE THING AT A TIME."—If there is one fact in the arrangements of active life more than another, more noticeable than any other, it is the tendency towards division of labor. Every day we see it more and more. Every man is made by a single pattern, and hardens more for a sense.

The same tendency to personalities is measurable affairs. Once the merchant was supposed to make a sort of universal; now he is establishment, where everything must be done by rule. Once the lawyer was supposed to be of universal knowledge. The same is now the case—the great practitioner knows all of wealth, branch and one business. So, how it is divided into subdivisions proper, so we have now in our, immediate and distinct culture. So of the professions. Once all doctors were consumed in the skill of the general medical practitioner. Now behold the army of chemists, in some of whom every respectable doctor is expected to send the division of husbands, if any one is accustomed to the use of the knife, he becomes a specialist, and sees the stone in disease, in any analogy of the same "specialities," such as the crown of causes, consequences, etc. Again, we find surgery because almost a distinct science, and abstractions following the same rule of division of labor, or "one thing at a time."

This is all as it should be. The day of the "universal genius" is passed away, and more developed and the thorough-seeing are coming in request from the whole tribe of them, a continuation of the second clauses of the saying from which we have just quoted—"masters of none."

CURIOSITY OF CHILDREN.—The curiosity of the child is the philosophy of the man, or at least, is about somewhat of an—stamping a personality, the one frequently grows into the other. The former is a sort of infancy; a little thing, as it were, but a very great and extraordinary power. Curiosity is the key to the knight, as well as the direction to be taken by the more fully expanded mind. Just set on a boy of England, or what is commonly called extensive habits, and of rambling about, a hunter of the woods and river bank, prone to collect what he can stretch out, and then on his return is still himself up in his room and make experiments, or read something about it, or in the natural history of such, according to its species—point such as our not to us, and we shall have no difficulty in pronouncing him, without the aid of physiognomy, to be a fair better and happier augury than his fellow, at his desk but pass over his books, never for once thinking that there can be any interest other beyond them. If such good staff as he is, he will be a good scholar, and a credit from Newton to Dury—and so, from the nature of things, they must generally be. And so we surmise. The same that is powerful exercise in chance, yes, and to take its own course, instead of resigning itself to its fate must be a very powerful spirit indeed—a spirit of right excellent promise.

A TRUE PROPHESIED BY A "MOSES."—Captain Basil Hall, in his "Fragments of Voyages and Travels," relates the following account of a light sail the Scotch merchantman at Colombo:

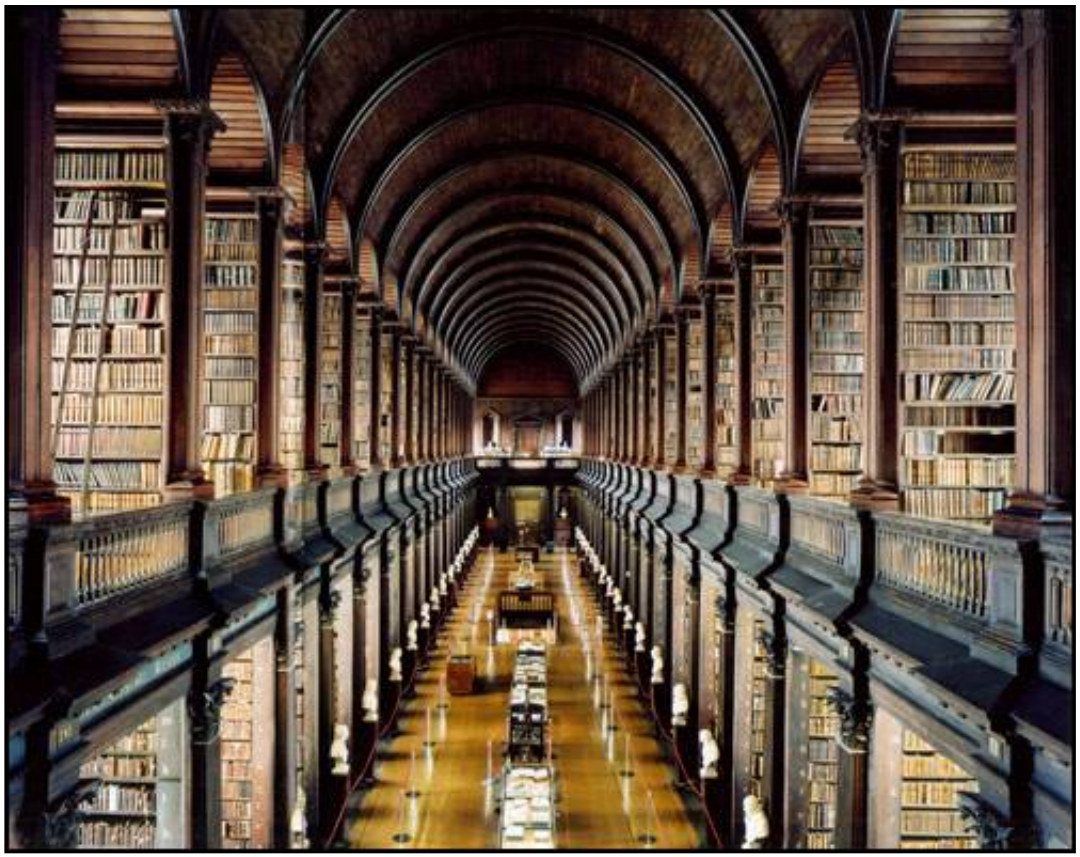
"An old seaport had for its name that are picking him up with a shell, or mercilessly upon with stems of hard as logs of iron, was broadening a stone into his cage, and the sight of a spider, that seemed to the sight of a spider, that seemed to be equal large brought on such a fit of melancholy that we all gathered round to see the fatal spider sting a sting is the end of a long pole, and thrust it close to the bird's nose. The moment he saw it he leapt to the opposite side; and when the poison was made to go near him, he crouched into a corner, and remained there, trembling with the most violent agony of fear, that we were always compelled to desist, in pity to the poor beast. Sometimes we succeeded at the passing over the spot where the unconscious little insects are backwards and forwards. For a long time, however, we could not get him to do it, as he appeared to have learned by the sight of his companions' fate to be on the look out; at length curiosity got the better of his caution, and he crossed the object of the alarm, he generally took a kind of flying leap, as high as nearly to break his back in contact with the roof of his cage."

RUSSIAN TELEGRAPH TO AMERICA.—The St. Petersburg journals up to the 25th of March, mention that twenty other surveyors have been added to the Russian party engaged in the survey of the Amoor and Ussuri rivers. The plan is to lay the wire through Siberia, across under water from the north-eastern point of Asia to the coast of the Russian possessions on the American Continent, and finally to be then joined to the wires of the United States. Although this gigantic undertaking, when accomplished, may lead many to visit Europe by the way of Behring's Straits, and to consider the project as belonging to the fabulous, yet in countries, after all, may not be doubted as possible, when the vast improvements and inventions of recent times are duly considered.

CONSOLE TOMMEN.—The picture drawn, by a late writer, who is familiar with the Turkish nation, goes far to dissipate the prevailing idea that the Turks have a passion in their female establishments. Says the writer:

"Women, fat, ill-made, dirty and stupid, are what is the personal of all harems." They that "they pass their days in jealousy of their charms, and in the study of means to embellish." Well, this "we know is a very severe test of the female beauty themselves it, entering a poor cloot, where they and mirror and lord." When to this it added the statement that "the average cost per servant in the harem, is about eighteen thousand a year," we have a picture of life in the East that is anything but inviting. There are, we learn that majority, a few ladies there who are practised, it also it may be just to say.

The aberrations of life is very often owing to the imperfections of the flesh.



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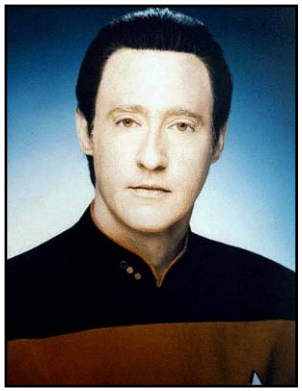
How can computers help?



- **The smartest computer can not read a simple first grade level book**

- **But simple computers can help us find what we need when we need it**

Overview of Text Analysis

- **Keyword Methods – Very fast, good for millions**
  - **Search**
    - **“Seafood in DC”**
    - **Good if you know what you are looking for and can find it on the top of the result list**
  - **Unsupervised Classification**
    - **“What were the main topics in message traffic last month?”**
    - **Good to get a general overview a set of messages, though topics may not be valuable**
  - **Supervised Classification**
    - **“What explosive and trigger messages were in last months traffic?”**
    - **Good for finding topics of interest, provided you can describe the topics**

Overview of Text Analysis

- **Full text methods – Slower, good for thousands**
  - **Clustering**
    - **“How are these set of documents related”**
    - **Good for organizing sets of documents done statistically, which may differ from human organization.**
  - **Term frequency Analysis**
    - **“What other words or concepts am I missing”**
    - **Good for linking terms and names, best suited for well written documents**
  - **Semantic Extraction – Slow but parallelizable**
    - **“I am out of ideas, what else can you find”**
    - **Good for the needle in a haystack analysis, but can be very slow.**

How computers can help

Document 1

The Army needs sensor technology to help find improvised explosive devices

Document 2

ORNL has developed sensor technology for homeland defense

Document 3

Mitre has won a contract to develop ho defense se for explos devices

Terms

Army
Sensor
Technology
Help
Find
Improvise
Explosive
device

ORNL
develop
sensor
technology
homeland
defense

Mitre
won
contract
develop
devices

Term List

Army
Sensor
Technology
Help
Find
Improvise
Explosive
Device
ORNL
develop
homeland
Defense
Mitre
won
contract

Vector Space Model

	Doc 1	Doc 2	Doc 3
Army	1	0	0
Sensor	1	1	1
Technology	1	1	0
Help	1	0	0
Find	1	0	0
Improvise	1	0	0
Explosive	1	0	1
Device	1	0	1
ORNL	0	1	0
develop	0	1	1
homeland	0	1	1
Defense	0	1	1
Mitre	0	0	1
won	0	0	1
contract	0	0	1

Documents to vectors

Textual Clustering

Vector Space Model

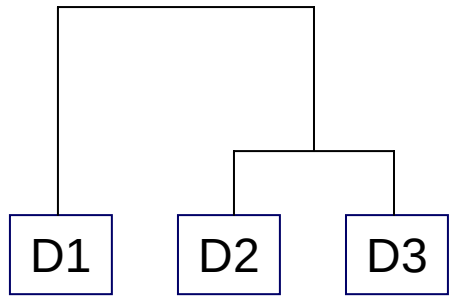
	Doc 1	Doc 2	Doc 3
Army	1	0	0
Sensor	1	1	1
Technology	1	1	0
Help	1	0	0
Find	1	0	0
Improvise	1	0	0
Explosive	1	0	1
Device	1	0	1
ORNL	0	1	0
develop	0	1	1
homeland	0	1	1
Defense	0	1	1
Mitre	0	0	1
won	0	0	1
contract	0	0	1

Similarity Matrix

	Doc 1	Doc 2	Doc 3
Doc 1	100%	17%	21%
Doc 2		100%	36%
Doc 3			100%

Documents to Documents

Cluster Analysis



Most similar documents

Vectors to trees

TFIDF

$$W_{ij} = \log_2\left(f_{ij}+1\right) * \log_2\left(\frac{}{n}\right)$$

$$d_2(\mathbf{x}_i, \mathbf{x}_j) = \left(\sum_{k=1} (x_{i,k} - x_{j,k})\right)$$

Time Complexity

$O(n^2 \text{Log } n)$

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Challenge

- **Current computer algorithms that process text work well for small sets of documents**
  - **Average newspaper story .0001 seconds**
- **Not as well for medium size sets**
  - **Encyclopedia Britannica 2.3 days**
- **Infeasible for large sets.**
  - **British newspapers from 1800 – 1900 requires 317 years of processing**

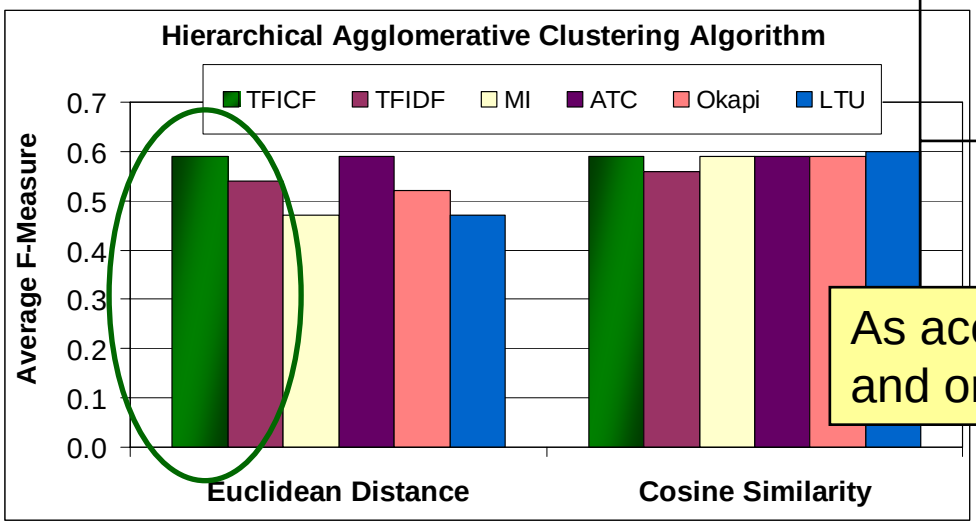
ORNL Breakthrough…

$$W_{ij} = \log_2(f_{ij} + 1) * \log_2\left(\frac{C+1}{c+1}\right)$$

Inverse Corpus Frequency

Test Data Sets

Data Set	# of Docs	# of Classes	Largest Class	Smallest Class
Reuters	2349	58	1041	1
SMART	3891	3	1460	1033
20 News	4650	12	399	385



Term Weighting Schemes

Name	Term Weighting Scheme
TF-IDF	$wij = \log(fij) \times \log(N / nj)$
MI	$wij = \log \frac{\frac{fij}{N}}{\frac{\sum_{i=1}^{N} fij}{N} \times \frac{\sum_{j=1}^{M} fij}{N}}$
ATC	$w_{ij} = \frac{\left(0.5 + 0.5 \times \frac{f_{ij}}{max_f}\right) \log\left(\frac{N}{n_j}\right)}{\sqrt{\sum_{i=1}^{N} \left[\left(0.5 + 0.5 \times \frac{f_{ij}}{max_f}\right) \log\left(\frac{N}{n_j}\right)\right]^2}}$
Okapi	$w_{ij} = \left(\frac{f_{ij}}{0.5 + 1.5 \times \frac{dl}{avg_dl} + f_{ij}}\right) \log\left(\frac{N - n_j + 0.5}{f_{ij} + 0.5}\right)$
LTU	$wij = \frac{(\log(fij) + 1.0) \log\left(\frac{N}{nj}\right)}{0.8 + 0.2 \times \frac{dl}{avg_dl}}$

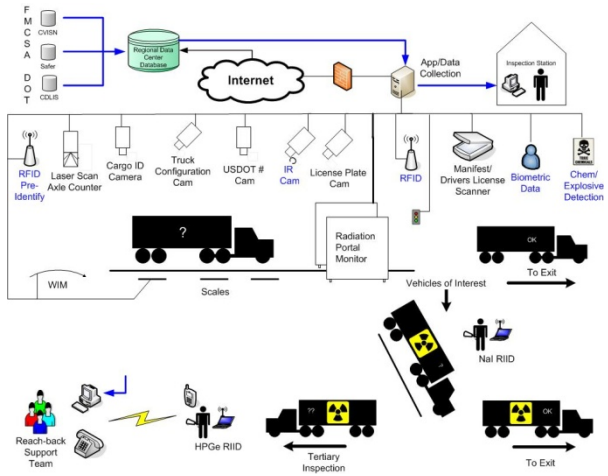
As accurate as current methods and orders of magnitude faster

Capability overview

Capability	Capacity in documents	Piranha	Search Engines	Natural Language Processing Tools
Search	100M+	Yes	Yes	No
Unsupervised classification	1M	Yes	Some	No
Supervised classification	1M	Yes	No	No
Clustering	100K	Yes	No	No
Term Frequency Analysis	100K	Yes	Yes, but not available to user	Yes
Semantic Extraction	1000	Yes	No	Yes

Large scale data exploration constrained by wall-clock time to provide decision support.

- **Detect anomalies**
- **Data dip into structured and unstructured data**
- **Inductive hypothesis generation**
- **Human interaction enhanced by real-time data support**
- **Threat anticipation**



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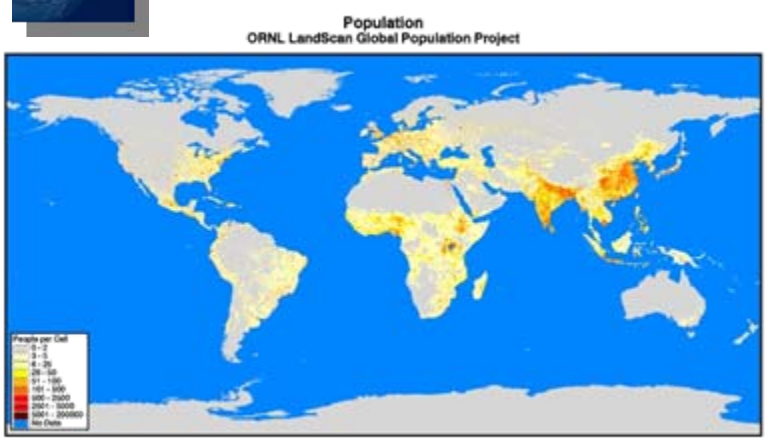
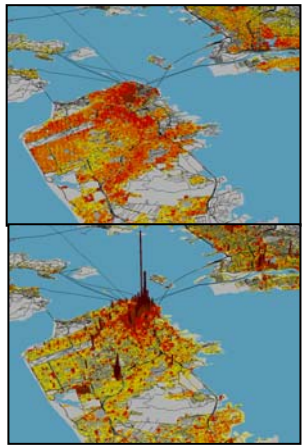
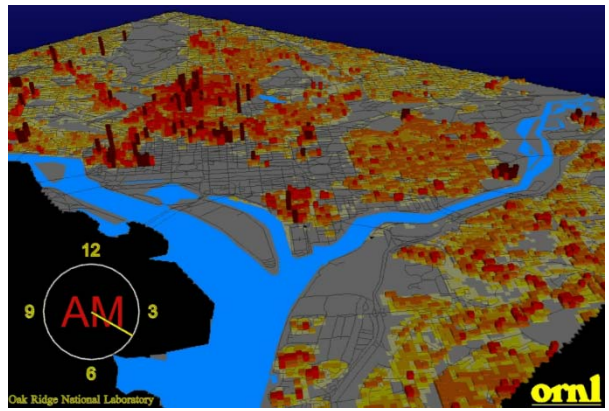
Population Data and Models



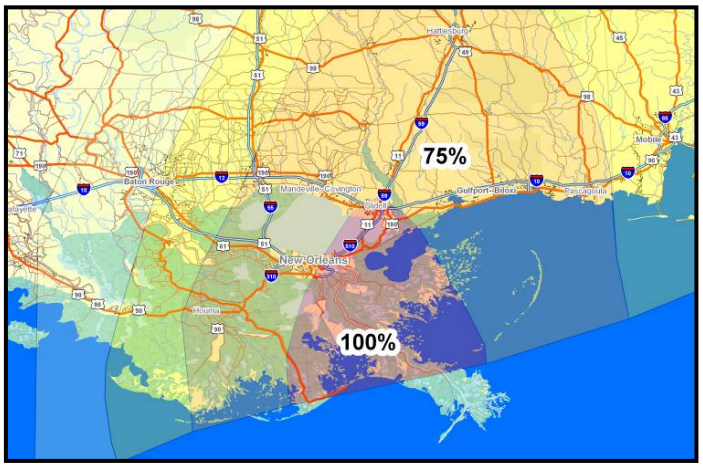
LandScan Global 30”x30”



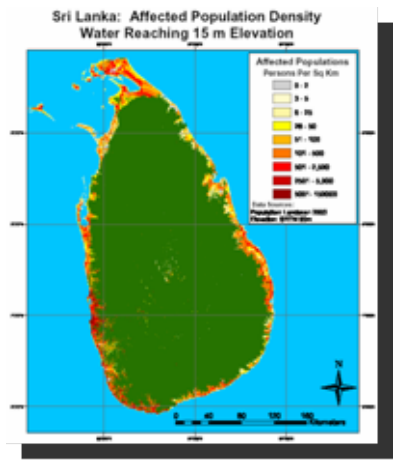
LandScan USA Day/Night 3”x3”



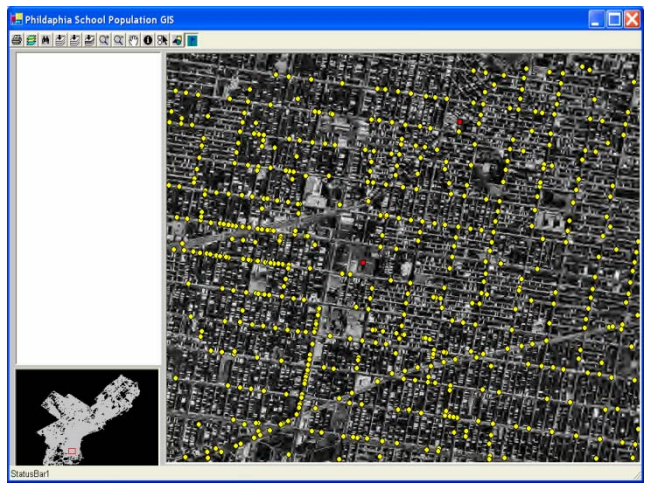
Nominal 24-hour variation



Hurricane Impacts



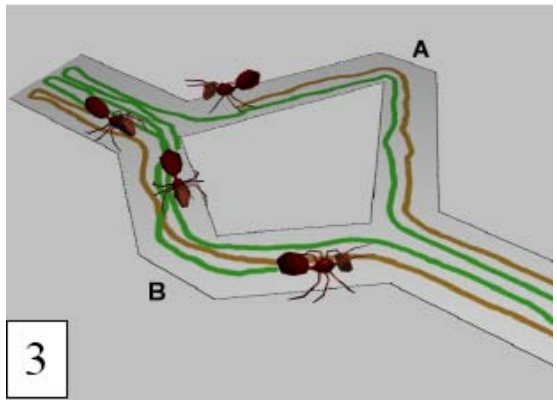
Tsunami Impacts



Exposure Impacts

Emergent Behavior in Social Systems

Birds flocking



Ant pathways

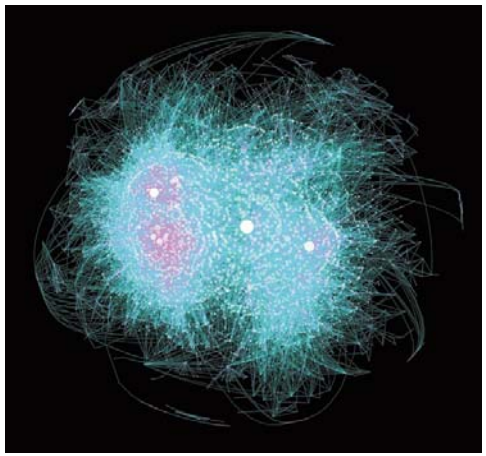
Human response

Agent-based simulations

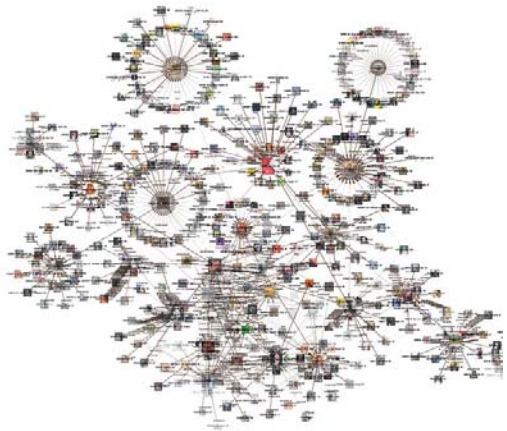
Discrete-event simulations

OAK RIDGE National Laboratory

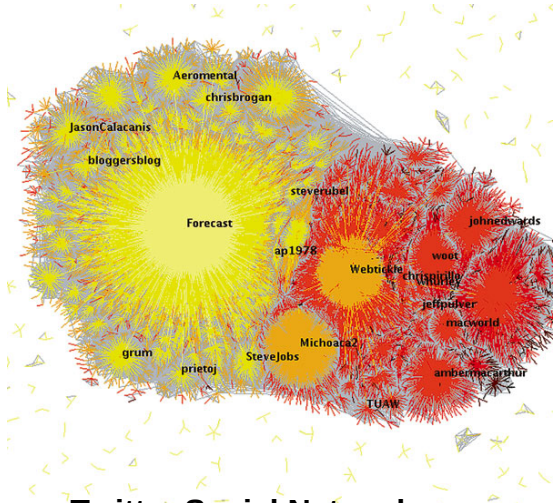
Social Networks Analysis



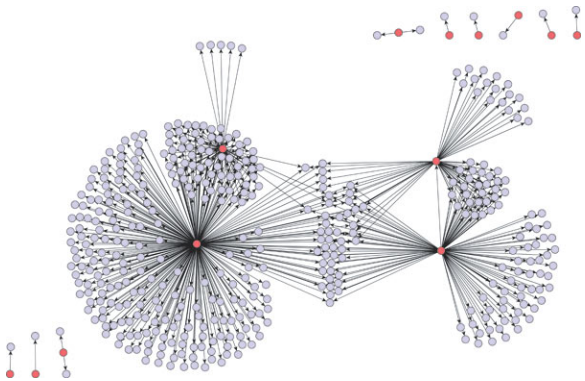
Blogosphere



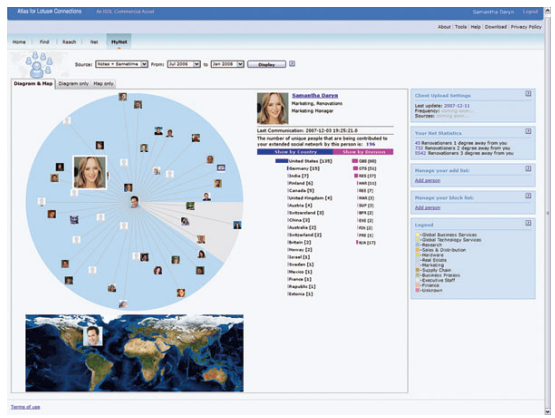
Comment Flow



Twitter Social Network



Viral Marketing



Workplace Networks

Images from Technology Review, Vol 111/No 2. March/April 2008

OAK RIDGE National Laboratory

Virtual Worlds to Explore Social Behaviors

Second Life – Linden Lab

Education

Tourism

Collaboration

Shopping

Interviews

OAK RIDGE National Laboratory

Achieving Systematic Situation Awareness

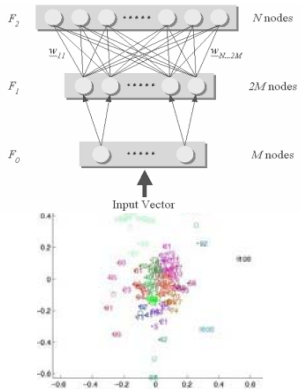
1 Collect

Syndromic Surveillance

Field Sensors

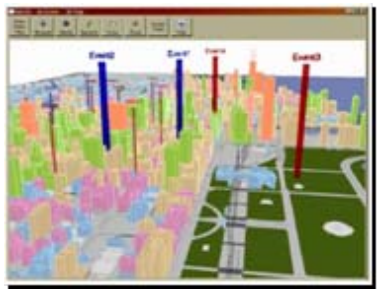
Monitoring

2 Integrate



Knowledge Base

3 Detect

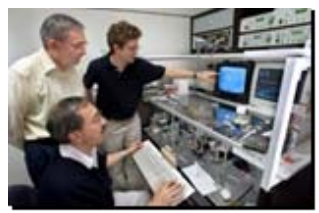


Anomaly Detection

4 Network/Share

Across Agencies

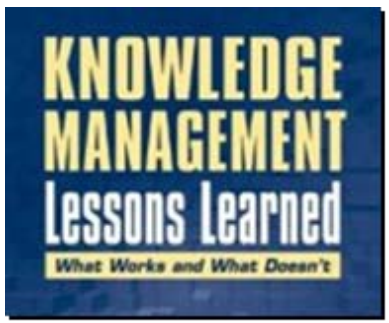
5 Evaluate/Assert



Cross Check

6 Respond

7 Reconcile



Summary

- **Current technology cannot yet solve emerging national challenges in knowledge discovery**
- **Intelligent software agents and associated research areas comprise significant breakthrough technology**
- **Results indicate high-potential to help solve these national challenges**
- **We have a progression of significant and successfully deployed agent systems and research to our credit**

25th Annual National Logistics Conference

Operational Logistics Challenges in an Evolving National Security Environment

The Evolving National Security Environment

- **Operational shift between Iraq and Afghanistan**
  (differences in terrain, threat, force levels, log reqts)
- **Global strategic threats vs tactical threats**
  (new threats and the re-emergence of old threats - investment and operational strategies)
- **Warfighting vs nation building**
  (operational and logistics implications and skill sets)
- **Global financial markets and Budget pressure**
  (increased global instability and pressure on resourcing)

Our Panel Members

force providers - supply leaders - senior service logistics staff - maintenance executors

- **RDML Andy Brown**
  Commander, Fleet and Industrial Supply Centers, US Navy
- **MG Jerry Johnson**
  Deputy Chief of Staff, G-4, US Army FORSCOM
- **SES Chris Lowman**
  Director of Maintenance, Deputy Chief of Staff, G-4, US Army
- **Maj Gen Bob McMahon**
  Director of Logistics, A-4L, Deputy Chief of Staff of the Air Force
- **SES Jeff Orner**
  Deputy Assistant Commandant for Engineering & Logistics, US Coast Guard
- **MajGen Willie Williams**
  Commanding General, US Marine Corps LOGCOM

US ARMY FORCES COMMAND

Strategic Environment: 1950-1989

- Korea (1951): 64 Divisions (18 AC; 21ARNG; 25 USAR)
- Vietnam (1967): 40 Divisions (17 AC; 23 ARNG)
- Cold War End (1989): 28 Divisions (18 AC; 10 ARNG)

10 Deployments 40 Years

Nuclear War
General War
Major Theater War
Strike / Raid
Peace Enforcement
Peacekeeping
Humanitarian Ops
Domestic Support / Disaster Relief

Grenada 1983
Korea 1950
Vietnam 1965-75
Dominican Rep. 1966
Watts 1965
Dominican Republic 1966
Lebanon 1983
Detroit 1967
Sinai MFO 1982 - ?
Iraqi Freedom 2003 - ?
Desert Storm 1991
Kuwait Southern Watch
Panama Just Cause 1989-90
Enduring Freedom 2001 - ?
CRMF 2008 - ?
Chicago 1967
East Timor 1999-2002
Taiwan Maneuver 1996
Deny Flight 1993-95
Desert Thunder 1998
Desert Fox 1998
HOA 2002 - ?
Strong Support 1998-99
Kuwait Vigilant Warrior
Nobile Eagle 2001- ?
Kuwait Vigilant Sentinel
Somalia Restore Hope
Sharp Guard 1993-96
Sinai MFO 1982 - ?
JTF Liberia 1992
Haiti Uphold Dem 1994-2000
New Horizons 1999
Hurrican Andrew 92
Provide Promise
Cuba Migrant OPNS 94
Allied Force 1999
Bosnia 1995
Provide Hope 1992-94
Provide Comfort 91-96
Provide Refuge 99
Burnt Frost
Midwest Floods 93
Hurricane Iniki 92
Assured Response 1996
Pakistan Earthquake
Rwanda 1994
Dakota Floods 97
LA Riots 1992
Tsunami Aid 2005
Macedonia 1993-99
Hurricanes 2004
Katrina Rita 2005

More missions … fewer Soldiers

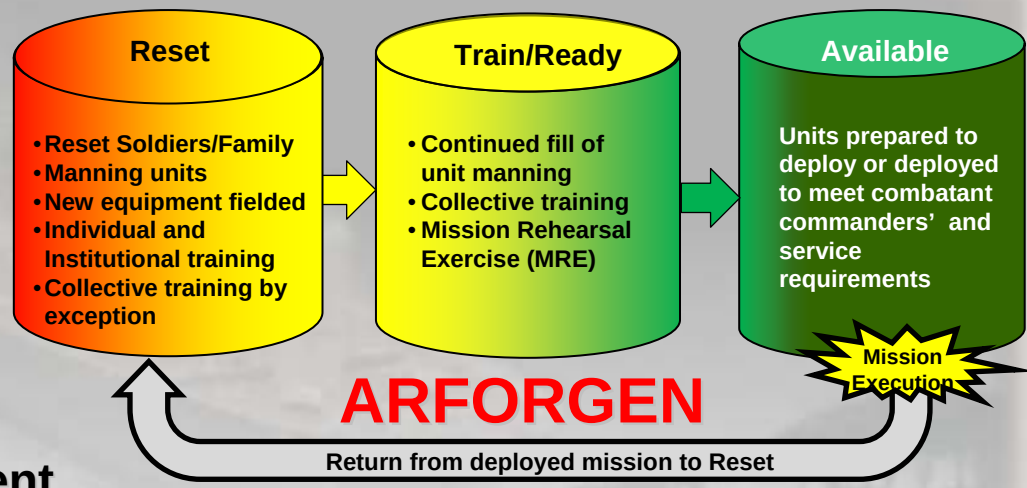
Strategic Environment: 1989-2009

- Cold War End (1989): 28 Divisions (18 AC; 10 ARNG)
- Today (2009): 18 Divisions (10 AC; 8 ARNG)

41 Deployments 20 Years

NEAR TERM CHALLENGES

- Total Army Analysis – Reductions in Combat Service Support
- Turn-around of Mobile / Modular Force (RESET Timeline)
- Creation of Ad-hoc Units
- Equipment Shortages
- Non-standard Equipment
- Operational Reserve Component
- Retrograde of Units and Equipment
- Budget Constraints
- Increased Acquisition Requirements and Scrutiny -- No Corresponding Increase in Active Duty Workforce



NORTHROP GRUMMAN

Information Technologies for Logistics Operations: Impact on People, Processes & Readiness

A Logistics PM Perspective

9 April 2009

William (Bill) Kanotz

Director, Logistics Programs
Surveillance Systems
Northrop Grumman Electronic Systems

NORTHROP GRUMMAN

Operationalizing Information Technology

Progress Is Being Made…Don't wait for perfection

People ➔ *Expanding Timely Sustainer Knowledge*

Not Data, Not Just Information ➔ Focused Knowledge

Processes ➔ *Integration Yields Agility & Adaptability*

Design-Manufacturing & Now Logistics Tools Enhanced & Integrated

Readiness ➔ *Affordable Early & Sustained Operations*

Reduced Design to Field Cycle with Inherent Supportability

Intermittent Serial Communication Evolving to Globally "As Needed" Knowledge

NORTHROP GRUMMAN

The Changing Logistics Support Environment

Integrated Acquisition and Life Cycle Sustainment Strategy:

➔ Processes, Toolsets and Knowledge Management

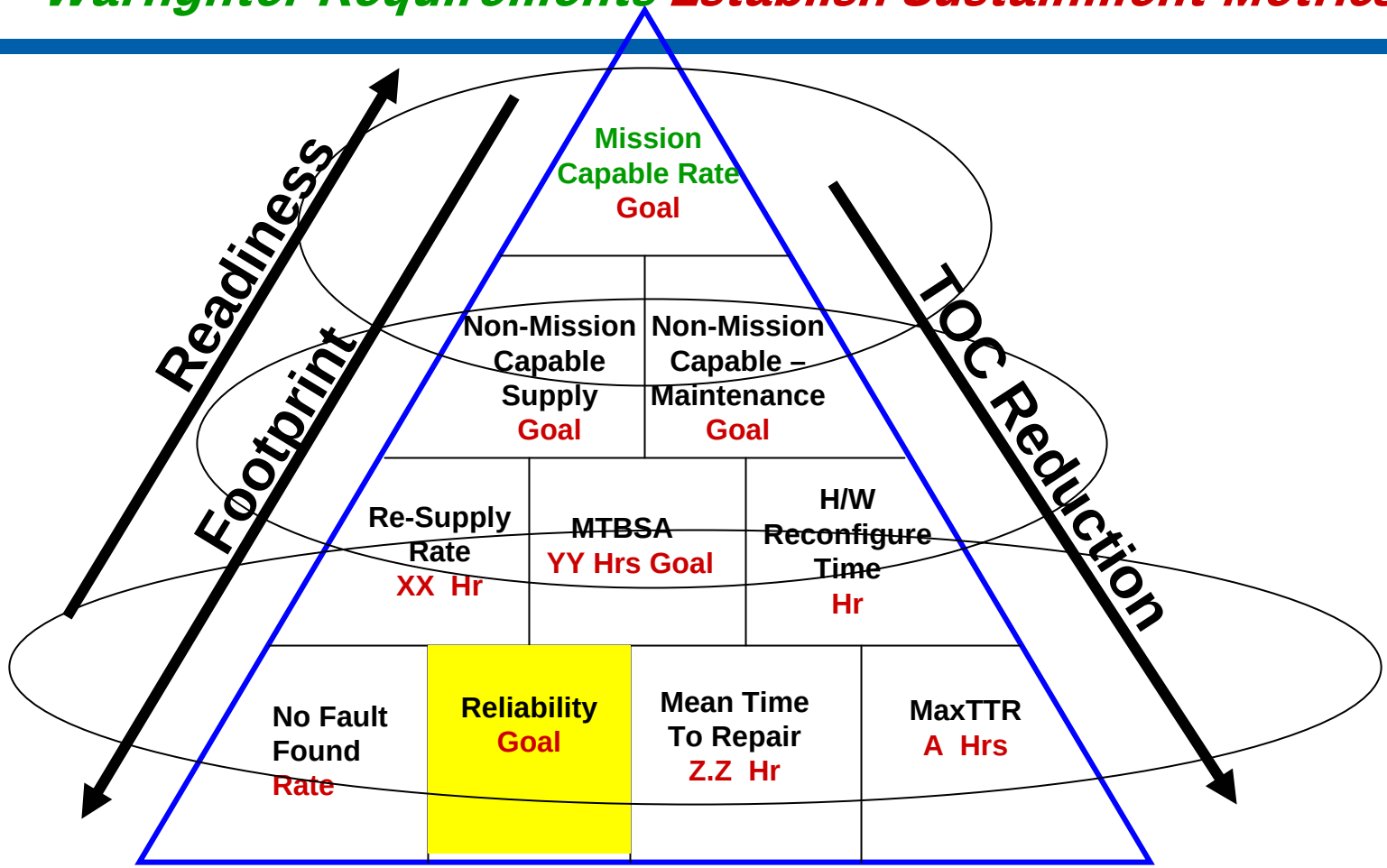
- Fielded Product Cycle Times are Reduced and Tech Refresh is More Rapid
- Flexible, Agile & Reconfigurable Forces Require Rapid & Adaptive Support
- Performance Based Life Cycle Product Support Reduces Sustainment Costs
- Improved System Reliability and Early Field Reliability Projections Require Legacy / New System Sustainment Data and Feedback Loop
- Risk and Configuration Change Management is Critical
- Warfighter Requirements ➔ Sustainment Goals & Metrics

Knowledge + Metrics = Focused Support
➔Enables Operational Sense and Respond Logistics

PBL MEASURES OF SUCCESS

NORTHROP GRUMMAN

Warfighter Requirements Establish Sustainment Metrics



System and Support Performance

Full Mission Capability Throughout Life Cycle

NORTHROP GRUMMAN

Metrics Management Requires Accurate Timely Data

Demonstrating Metric Compliance Requires Accurate Maintenance Data

Improving Logistics Performance Implies Contractor Control over Supply Support & Configuration

- **Organizational Level Maintenance Data**
- **Depot Level Maintenance Data**
- **Fielded Reliability Data**
- **Supply Support Data**
- **Configuration Control Data**

Requires Comprehensive Data Management System

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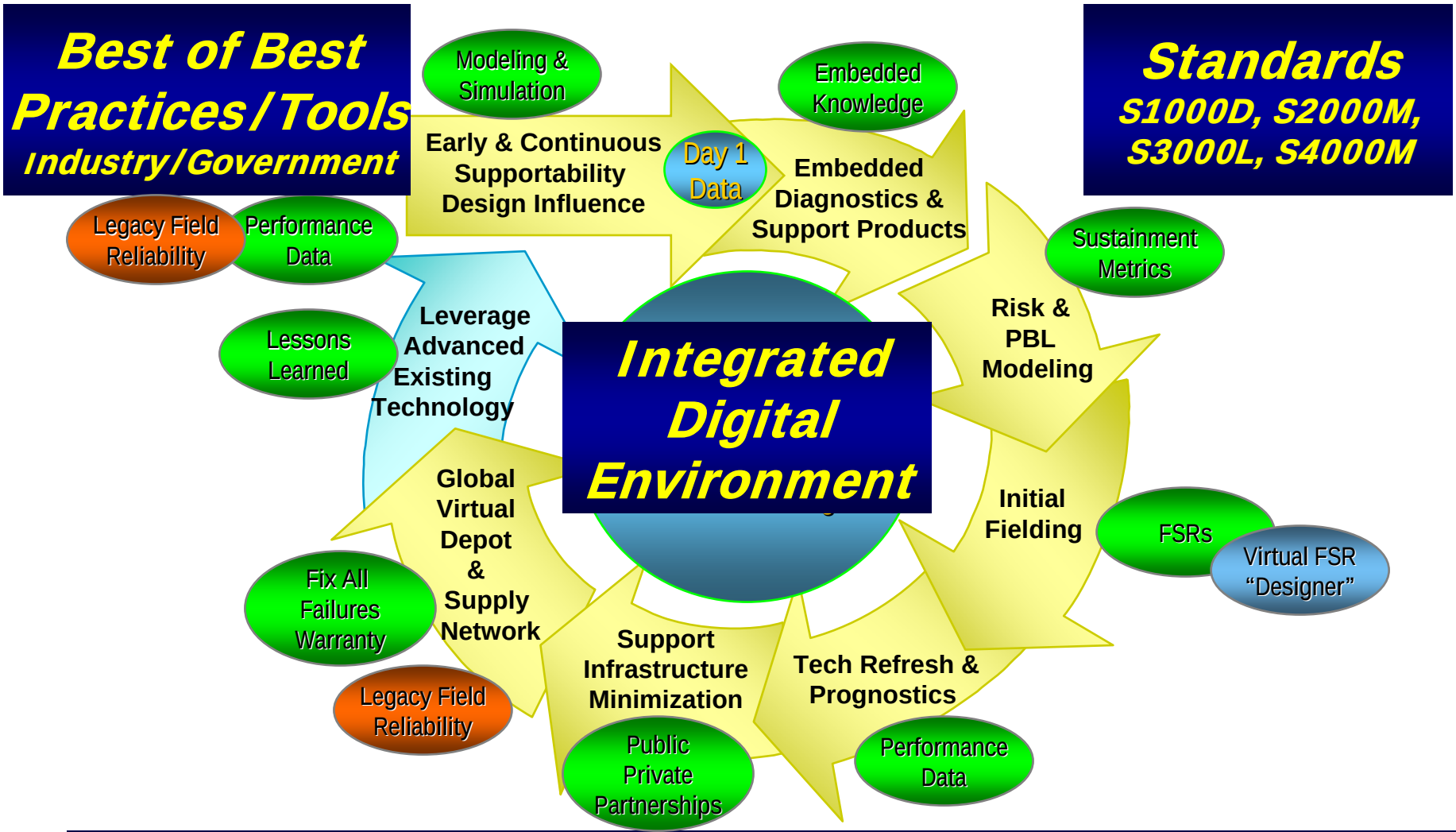
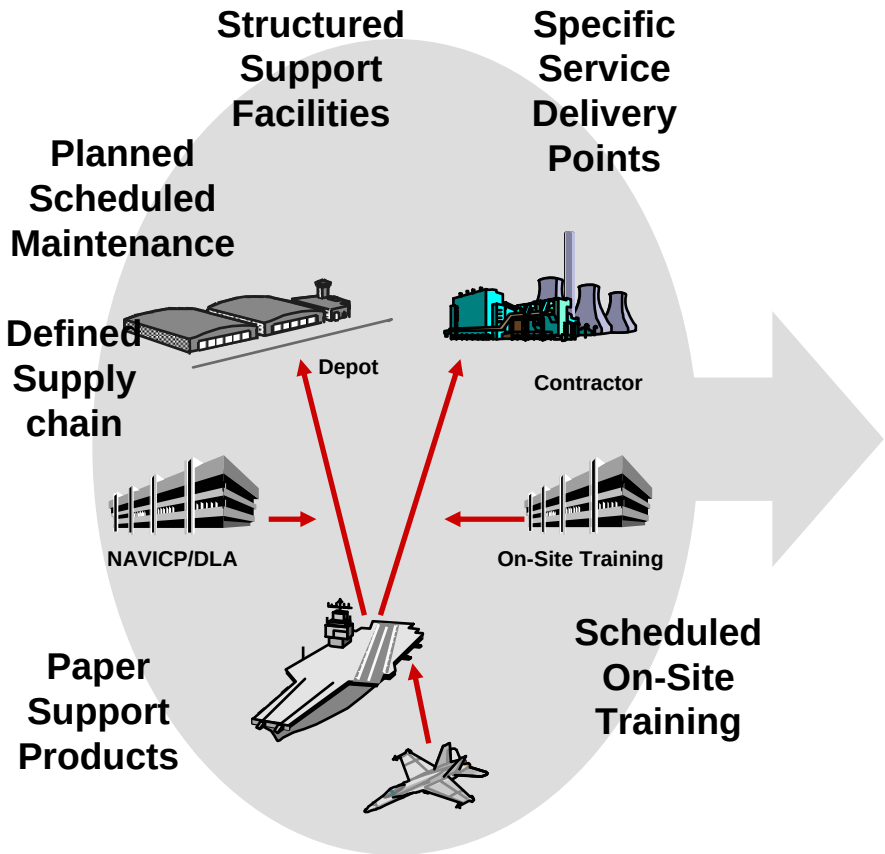
Integrated Acquisition and Life Cycle Sustainment



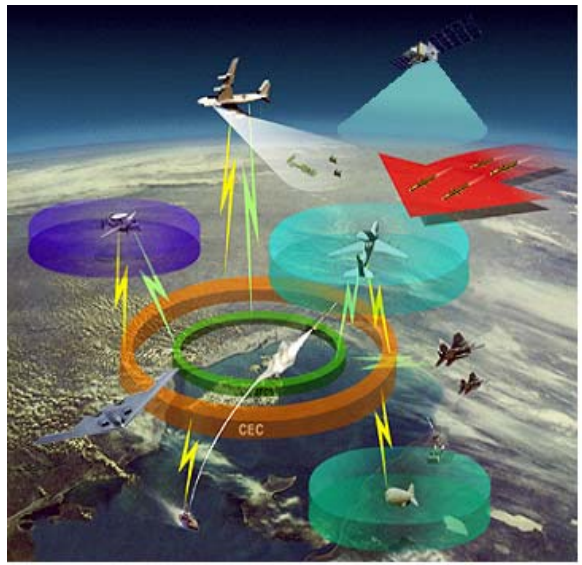
Acquisition & Sustainment Evolution is Accelerating

IDE Facilitates Change

ILS Business Process Transformation



Global Support Network — On-Demand Support — Performance-Based Logistics



Automated Data Access

Flexible Re-configurable Supply Chain

Collaborative System Support — System-of-Systems

Industry has Integrated Design-Supply Chain-Manufacturing; and Now Improving the Sustainment Via Similar Processes and Tools

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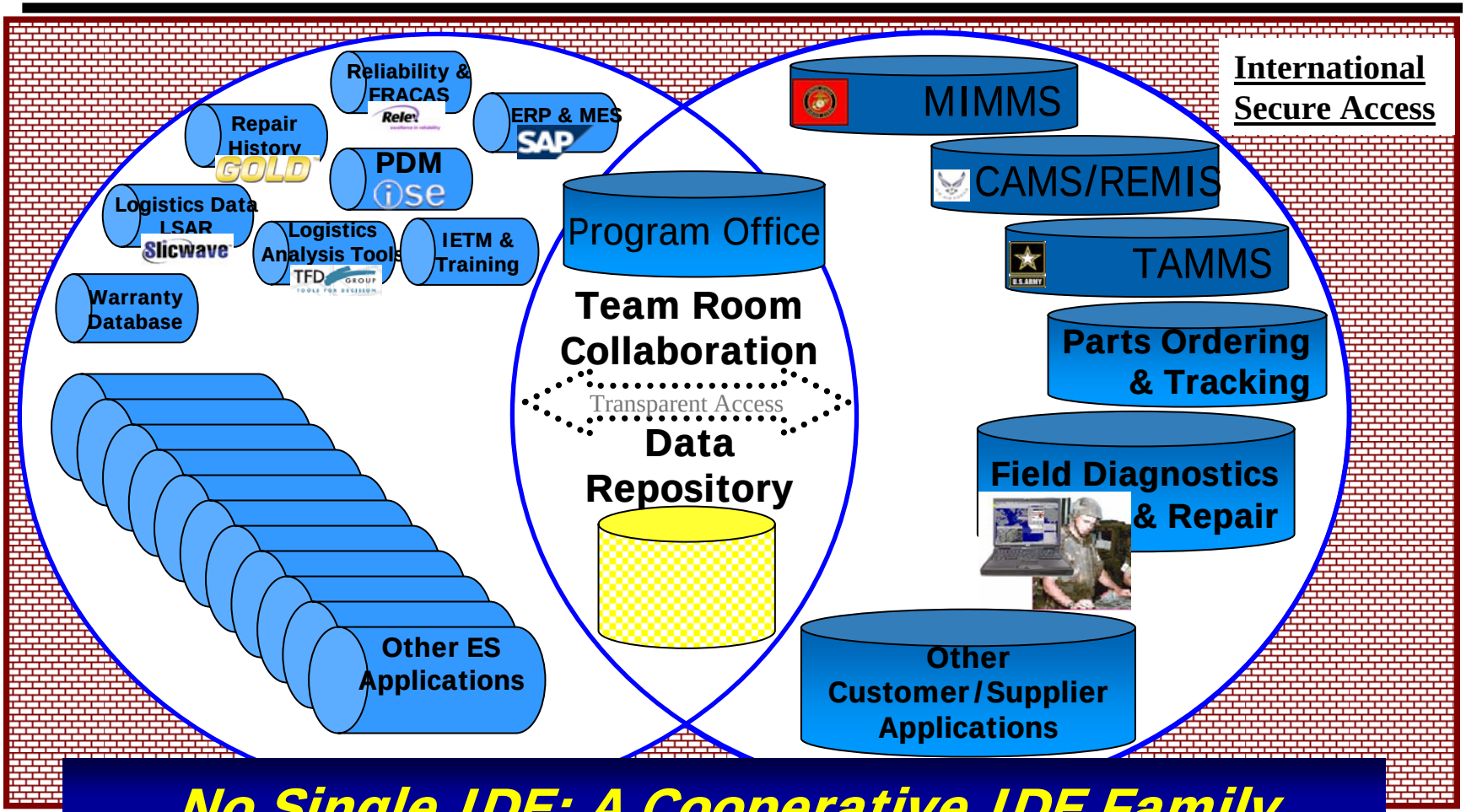
IDEs – Architectures Vary Across Team-Mates & Programs

Internal Contractor Infrastructure Linkage

Program/Partnership Linkage & Data Security



No Single IDE: A Cooperative IDE Family

IDE – Functional View

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PARTNERSHIPS | CUSTOMERS | CONTRACTORS | VENDORS

INTEGRATED DIGITAL ENVIRONMENT

Communications

- collaborative environment **Teamcenter / Livelink**
- encryption **Guardian**
- outside NGC communication

Financial

- financial reporting **SAP**
- catalog pricing
- ordering transactions

Program Management

- schedules **Project**
- earned value and metric reporting
- contractual information
- quality assurance information

Engineering

- engineering requirements **SLATE**
- designed, built, shipped configuration **ISE**
- reliability predictions **Relex**
- failure reporting and criticality analysis
- software configuration
- software updates delivery
- human factors & safety
- remote equipment status monitoring

Logistics

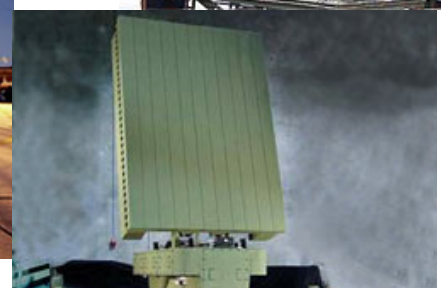
- depot repair asset visibility **Gold / MRO**
- fielded asset visibility **InSync**
- logistics management information **SLICwave**
- spares analysis & prediction **Excel ⇒ VMetric**
- supply support modeling **ProModel**
- level of repair analysis / life cycle cost analysis **Excel ⇒ EDCAS**
- DMS financial modeling **NGC MAP**
- operation & maintenance history
- fielded configuration
- computer base training delivery
- customer training records
- interactive electronic technical manuals
- transportation tracking
- remote maintenance
- field reporting
- warranty

Observations and Past Experience

Grow towards Perfection: Generally Not Timely or Affordable to Create Emerald City

- 80% Solutions To Provide Knowledge at Lower Cost
- The Goal of Operationalizing IT should Not be to generate the biggest database with real time access of All by ALL
- Don't rapidly evolve from clean process flows to spiders webs to rats nests
- Need Collaboration by Tier 1/2/3 Contractors / Government via Consortiums and Public Private Partnerships

The Sustainment Community is Experienced: Operationalizing IT WILL Enhance Knowledge to Reduce Risk & Cost for Agile Life Cycle Sustainment



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Industry Logistics Leadership Roundtable

8 April 2009

Your Illustrious Panel

- Mr. Dennis Carroll (Ratheon)
- Mr. Jay Erb (GDIT)
- VADM (Ret) Walter Massenburg (BAE)
- Mr. Jim O'Niell (Boeing)
- VADM (Ret) James Zortman (NG)

Recent Events

- Change in political leadership
- Capstone concept for joint operations
- Product support assessment team
- Depot capacity study
- Acquisition reform
- GAO high risk list
- Business case analysis process

US Aerospace and Defense

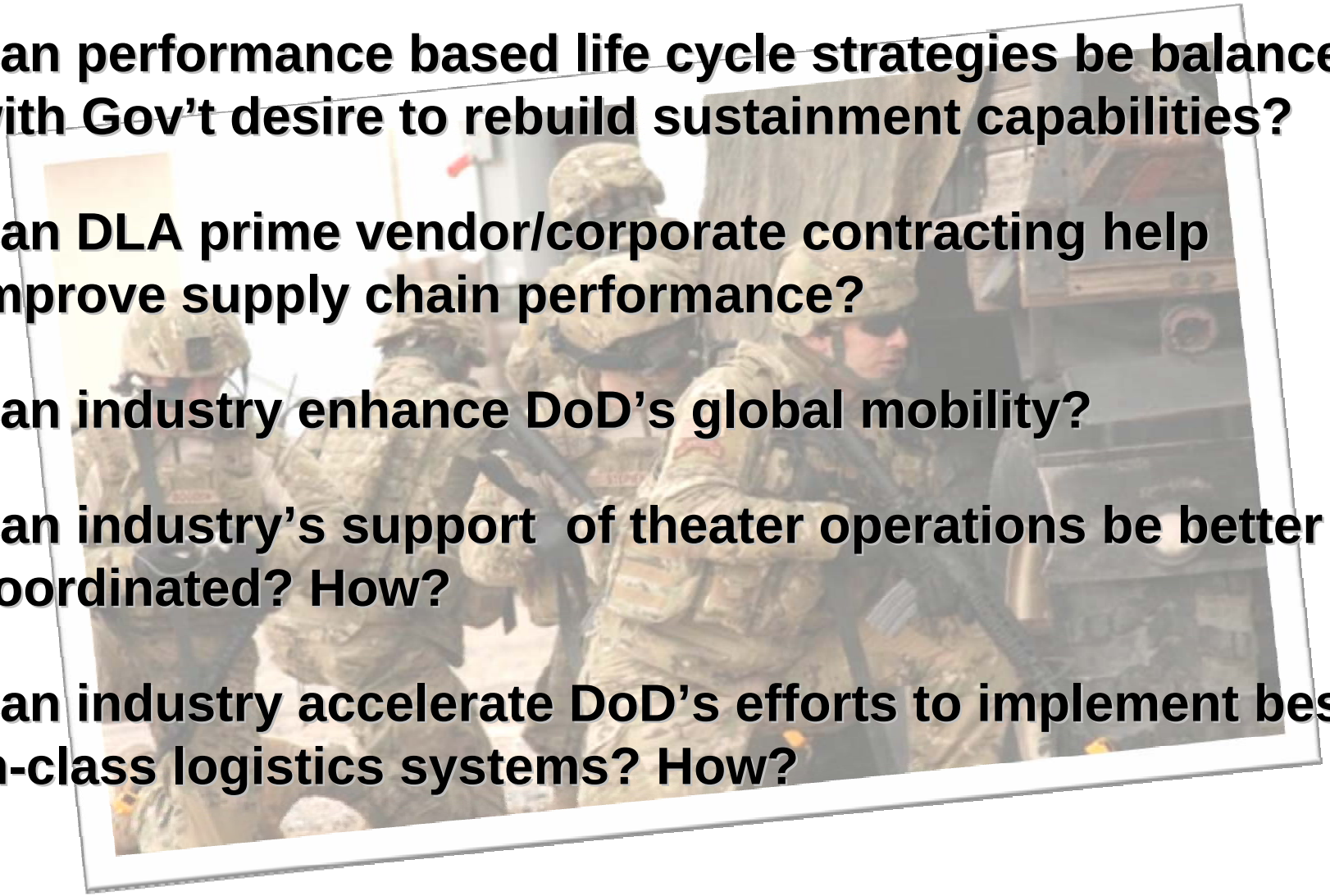
- **$200B CY07 sales**
- **$97B CY07 net export**
- **647,000 CY07 employment**

Your Dedicated Partners in Defense of Freedom

Crucial Industry Concerns

- Stock valuation/liquidity
- Competing national resource demands
- Acquisition reform
- Contractors on the battlefield
- Fair international trade

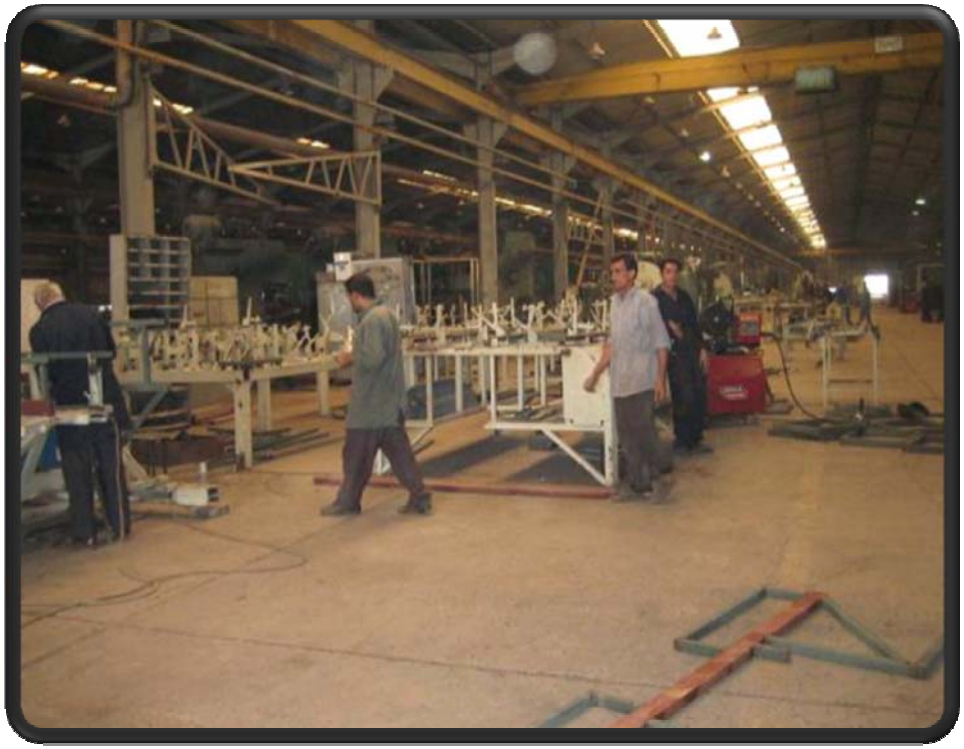
Key Questions



- **Can performance based life cycle strategies be balanced with Gov't desire to rebuild sustainment capabilities?**
- **Can DLA prime vendor/corporate contracting help improve supply chain performance?**
- **Can industry enhance DoD's global mobility?**
- **Can industry's support of theater operations be better coordinated? How?**
- **Can industry accelerate DoD's efforts to implement best-in-class logistics systems? How?**

US Defense Industry

NATIONAL DEFENSE INDUSTRIAL ASSOCIATION
NDIA
STRENGTH THROUGH INDUSTRY & TECHNOLOGY



Your Arsenal of Democracy

Raytheon

MULTINATIONAL BUSINESS

PRESENTATION TO:
25th Annual National Logistics Conference & Exhibition
Multinational Logistics: A Rapidly Evolving, Complex Capability

Gibson G. LeBoeuf
Vice President,
Washington Relations
Raytheon International
7 April 2009

AGENDA

- Foreign Military Sales (FMS)
- Disclosure Boards / Licensing
- Issues and Challenges

Raytheon

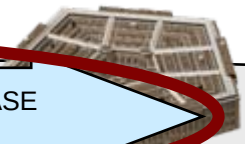
FMS PROCESS: TIMES ARE GOALS

CUSTOMER COUNTRY SENDS LOR TO MIL SVC

MIL SVC WITH PM VALIDATES LOR **(5 DAYS)**

DISRUPTIVE PROCESS

IF NOT RELEASABLE, MIL SVC MAY PURSUE NEW RELEASE POLICY, THEN LO/CLO, THEN NDPC **(1 - 2 YEARS)**



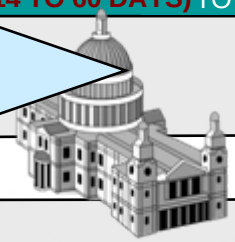
MIL SVC CONDUCTS PRELIMINARY DISCLOSURE REVIEW **(1 TO 5 DAYS)**

MIL SVC WRITES LOA DRAFT WITHOUT FINAL SCOPE, COST AND SCHED **(2 DAYS)**

PGM OFFICE COORDINATES WITH CONTRACTOR AND PROVIDES FINAL SCOPE, COST AND SCHED **(14 TO 60 DAYS)**

PGM OFFICE SECURITY OFFICE CERTIFIES DEFENSE ITEM IS RELEASEABLE TO CUSTOMER

IF MAJOR DEFENSE EQUIPMENT (MDE) ≥ $14M * MIL SENDS 36B TO CONGRESS VIA DSCA **(30 TO 90 DAYS)**



* or defense articles or services $50M or more; design and construction services $200M or more.

LOA DRAFT PACKAGE SENT TO DSCA CASE WRITING DIV (CWD) "MILAP" **(18 DAYS)**

MILITARY DEPT SIGNS (MILSIGN) & DSCA COUNTER-SIGNS **(9 DAYS)**

US SIGNED LOA SENT TO CUSTOMER COUNTRY

LOA SIGNED BY CUSTOMER COUNTRY

PGM OFFICE NEGOTIATES & AWARDS CONTRACTS

EQIPMENT AND/OR SERVICES ARE DELIVERED

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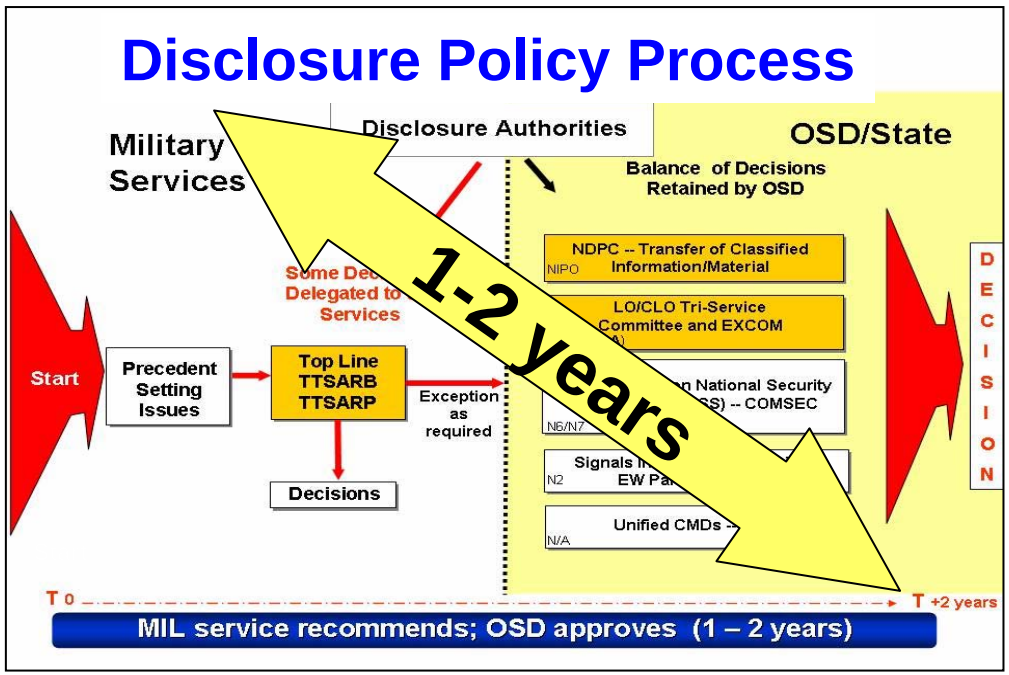
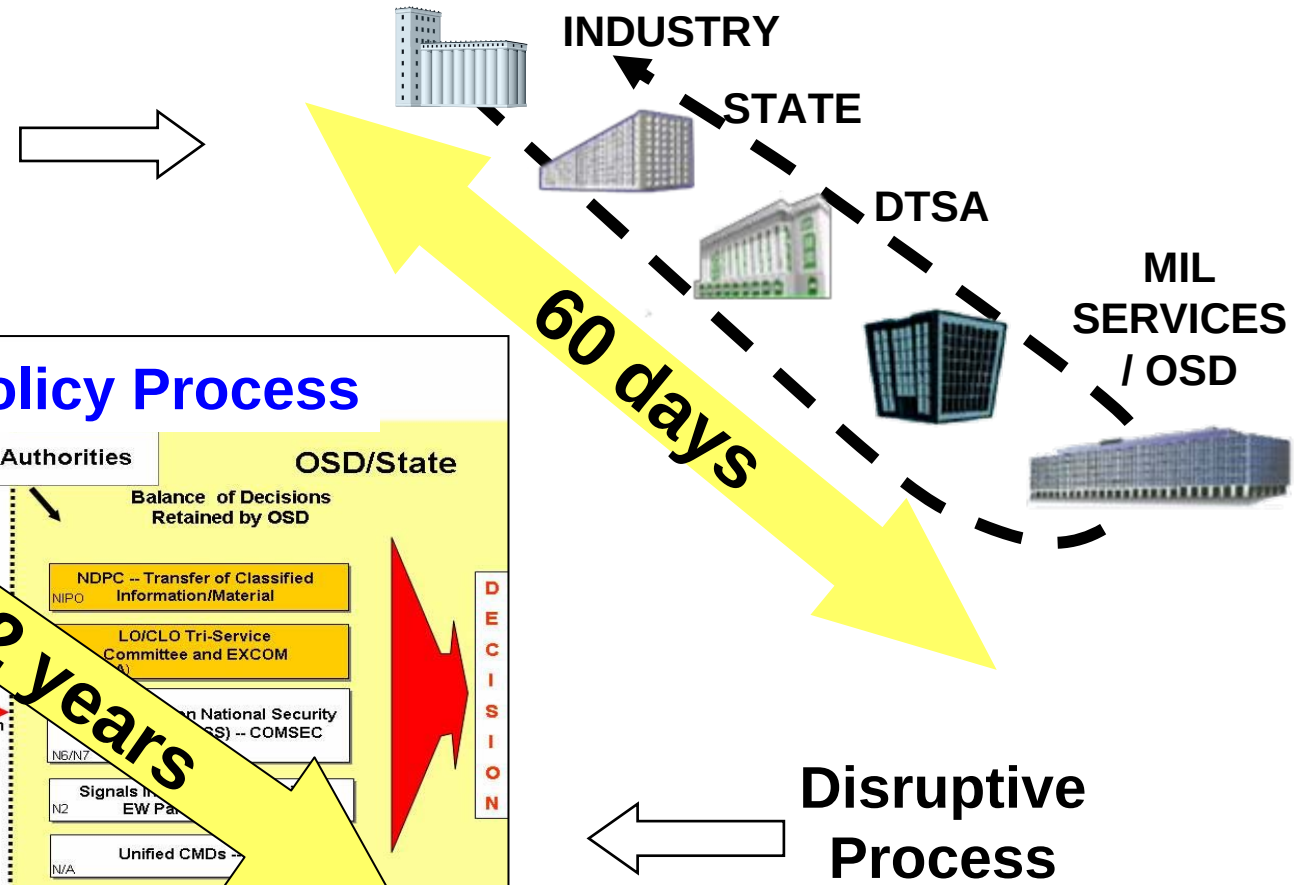
EXPORT LICENSE PROCESS VS. DISCLOSURE PROCESS





Comfort Zone

Disruptive Process

Disclosure approval precedes export license submission

Raytheon

Key Considerations / Players

Operational Capability being Transferred
Technology being Transferred
Impact on Service
Impact on Coalition Warfare
Risk of Proliferation or Compromise
Like Capability in the Region
Precedent
Anti-Tamper Plans
Options provided by Variants
Impact on Regional Stability
Impact on Industrial Base
Requirement of Recipient Country

MIL Service Program Managers / Program Executive Officers
US Embassy MIL Group Country Team
Component Commanders
Requirement / Warfighter
MIL Service / OSD International Program Offices
MIL Service / OSD Secretaries / Chiefs

We must understand the USG issues and know the players

ISSUES AND CHALLENGES

- **Complex, sequential Disclosure Process hampers FMS and consequently the ability to support COCOMS across the spectrum of MIL Operations**
- **Interoperability with our allies greatly affected**
- **MIL SVC, OSD dis-incentivized**
- **International community driven to seek products and services elsewhere**
- **US Industry, Foreign Industry Partnerships difficult, potentially affecting industrial base**

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ISSUES AND CHALLENGES (cont'd.)

- **New administration and Congress have promised significant change**
- **Industry associations must champion a revamping of the Disclosure Process:**
  - *Streamlining*
  - *Transparency*
  - *Time Lines*
  - *Appeal Process*
  - *Etc.*

Raytheon

Small Business Strategy and Implementation at Accenture National Security Services (ANSS)

April 7, 2009

Vice Admiral (Retired) Keith Lippert
Chief Strategy Officer
Accenture National Security Services

Agenda

- Accenture National Security Services Small Business Strategy
- Two Case Studies
- Concluding Thoughts
- Questions

Small Business Strategy

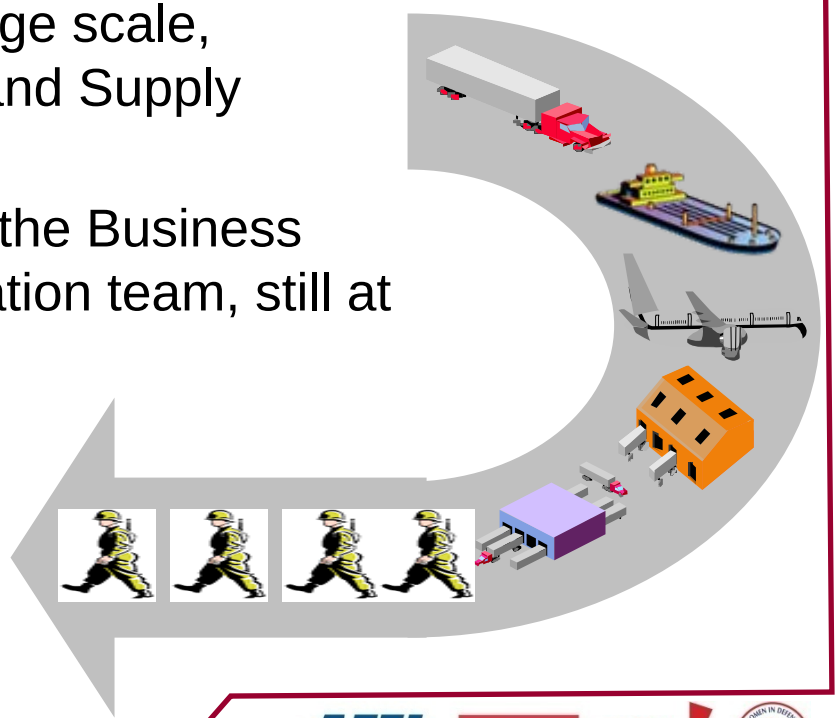
- Either as a subcontractor or partner
  - Fill talent requirements
    - Quality most important
    - Looking for deep expertise in particular areas … SAP, Supply Chain
    - Ability to produce results
    - Not necessarily the low cost provided
    - Innovation
  - Quickly and efficiently fill requirements
    - Bullpen in baseball
  - Future acquisition candidates
    - Farm system in baseball

National Defense Industrial Association

accenture
High performance. Delivered.

Accenture & Optimal

- Long standing Accenture partner
- Partner with Accenture at Defense Logistics Agency
  - Provided deep, large scale, commercial SAP and Supply Chain experience
  - One of first to join the Business System Modernization team, still at DLA
- Successes
  - BSM
  - eProcurement
  - BRAC



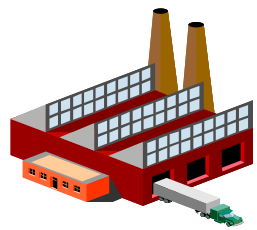
AFEI nTsa PSA WIDD

National Defense Industrial Association

accenture
High performance. Delivered.

Accenture & Preferred Systems Solutions

- Strong Accenture partner in the government space
- Partner with Accenture at DLA
  - Provides deep Supply Chain, Systems Integration, and Program Management experience
  - Government experience and client relationship
- Successes
  - BSM
  - Integrated Data Environment
  - Technical



Concluding Thoughts

- Deep expertise
- Quality
- Ability to produce results
- Innovation
- Not necessarily the low cost provided

National Defense Industrial Association

accenture
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Questions?

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25TH ANNUAL NATIONAL LOGISTICS CONFERENCE & EXHIBITION

21ST Century Logistics: Vision and Strategies for the 2ND Decade

WHAT YOU DON'T WANT TO MISS AT THIS CONFERENCE:

- Joint Logistics Military Leadership Fireside Chat
- Industry Senior Logistics Executives Fireside Chat
- Small Business Interoperability and Opportunity in a Complex Defense Marketplace
- Stabilization and Economic Reconstruction: Logistics Integration
- Multinational Logistics: A Rapidly Evolving, Complex Capability
- Operational Logistics Challenges vs Forces Structure Imperatives
- Contracting and Contractor Challenges on the Battlefield - Integrating and Controlling "The Fifth Force Provider"
- Logistics Workforce Education and Human Capital Initiatives: The Impact on People, Processes and Readiness
- Operationalizing Information Technologies: Impact on People, Processes, and Readiness
- Homeland Defense: People, Processes and Technology in Crisis Response

APRIL 6-9, 2009
WWW.NDIA.ORG/MEETINGS/9730

HYATT REGENCY MIAMI ▸ MIAMI, FLORIDA

MONDAY APRIL 6 2009

7:00 am — **Depart Hyatt for Golf Outing**
Crandon Golf Course
Bus Provided
Pre-Registration is required

9:00 am - 7:00 pm — **Registration**

5:30 pm - 7:00 pm — **Exhibit Hall Open**

Welcome Reception
Sponsored by Northrop Grumman Corporation

TUESDAY APRIL 7 2009

"VISION AND STRATEGIES"

7:00 am — **Continental Breakfast**
Regency Ballroom Foyer

8:00 am — **Welcome Remarks**
- VADM Gordon Holder, USN (Ret)
  Vice President, Booz Allen Hamilton
  NDIA Logistics Management Division and Conference Chairman

8:15 am — **Welcome Remarks**
- Lt Gen Larry Farrell Jr., USAF (Ret)
  President and CEO, National Defense Industrial Association

8:20 am — **Government Keynote**
- Gen James Cartwright, USMC
  Vice Chairman, The Joint Chiefs of Staff

8:45 am — **Industry Keynote**
- Mr. Walter Havenstein
  President and CEO, BAE Systems, Inc.

9:15 am — **Break**
Exhibit Hall

10:00 am — **Panel Discussion**
"Small Business Interoperability and Opportunity in a Complex Defense Marketplace"

Moderator: Ms. Jennifer Bisceglie, President, InTEROS Solutions, Inc.
Panelists:
- VADM Keith Lippert, USN (Ret), Chief Strategy Officer, Accenture National Security Services
- MG Dan Mongeon, USA (Ret), President and CEO, Agility Defense and Government Services
- Mr. Rod Buck, President, The Columbia Group
- Mr. Dick Lohrmann, Principal, Supply Chain and Logistics, Booz Allen Hamilton

12:00 pm — **Luncheon with Speaker**
Jasmine Hibiscus Ballroom
- Honorable Jack Bell, Deputy Under Secretary of Defense, Logistics & Materiel Readiness

1:30 pm **Panel Discussion**
"Stabilization and Economic Reconstruction: Logistics Integration"

Moderator: Ambassador (Ret) David Litt, Executive Director, Center for Stabilization and Economic Reconstruction
Panelists:
- Mr. Robert Demeranville, Logistics Officer, USAID Office of Foreign Disaster Assistance
- Mr. Gerald Brown, Director, Industry Revitalization, Task Force on Improving Business and Stability Operations in Iraq (TFBSO), DoD
- Mr. Bill Horan, President, Operation Blessing
- Mr. Bill Soule, Vice President, Business Development, Lockheed Martin Readiness and Stability Operations
- Col Stephen Medeiros, USMC, Director ES-Log, USSOUTHCOM

3:00 pm **Break**
Exhibit Hall

3:30 pm **Panel Discussion**
"Multinational Logistics: A Rapidly Evolving, Complex Capability"

Moderator: Mr. George Topic, Deputy Director for Strategic Logistics, J4, The Joint Staff
Panelists:
- Mr. Gibson LeBoeuf, Vice President, Raytheon Company
- Col F.M. Boomer, Chief of Operational Support Transformation, Canadian Operational Support Command
- RADM Linda Bird, USN (Ret), Director of Logistics Programmes and Operations, NATO Maintenance Supply Agency
- Brig Jonathan Downes, OBE, Head of Defence Logistic Operations and Plans, United Kingdom Ministry of Defence

5:30 pm - 7:00 pm **Reception**
Exhibit Hall
Sponsored by Accenture

WEDNESDAY APRIL 8 2009
"PARTNERSHIPS AND PERFORMANCE"

7:00 am **Continental Breakfast**
Exhibit Hall

8:00 am **Keynote**
- LTG Kathleen Gainey, USA, Director for Logistics J4, The Joint Staff

8:40 am **Panel Discussion**
"Joint Logistics Leadership Fireside Chat"

Moderator: VADM Gordon Holder, USN (Ret), Vice President, Booz Allen Hamilton
Panelists:
- LTG Kathleen Gainey, USA, Director for Logistics J4, The Joint Staff
- VADM Mike Loose, CSC, USN, Deputy Chief of Naval Operations, N4 OPNAV
- BG Steven Anderson, USA, Director, Operations and Logistics Readiness, Deputy Chief of Staff, G-4
- Lt Gen Loren Reno, USAF, Deputy Chief of Staff, IL & MS
- MajGen Edward G. Usher III, USMC, Deputy Commandant, I&L
- Brig Gen Rick Dinkins, USAF, Director, Command Control Communications & Computer Systems, and Chief Information Officer (TCJ6), USTRANSCOM
- VADM Alan Thompson, SC, USN, Director, DLA

10:15 am **Break**
Regency Ballroom Foyer

AGENDA: APRIL 8, 2009

10:30 am — **Panel Discussion**
"Industry Logistics Leadership Roundtable"

Moderator: Mr. Louis Kratz, Vice President, Logistics and Sustainment, Corporate Engineering and Technology, Lockheed Martin Corporation

Panelists:
- VADM James Zortman, USN (Ret), Sector Vice President, Global Sustainment, Integrated Systems, Northrop Grumman Corporation
- Mr. John Erb, Vice President, Integrated Support Services, General Dynamics Information Technology
- Mr. Jim O'Neill, Vice President/General Manager - Integrated Logistics, The Boeing Company
- Mr. Dennis Carroll, Vice President, Raytheon Missile Systems
- VADM Walter Massenburg, USN (Ret), Vice President, Readiness and Sustainment, Electronics and Information Systems, BAE Systems

12:00 pm — **Luncheon with Speaker**
Jasmine Hibiscus Ballroom
- LtGen Ronald Coleman, USMC, Deputy Commandant for Manpower and Reserve Affairs, U.S. Marine Corps

1:45 pm — **Panel Discussion**
"Operational Logistics Challenges in the Evolving National Security Environment"

Moderator: Mr. John Johns, ADUSD Maintenance Policy, OSD/L&MR

Panelists:
- Mr. Christopher Lowman, SES, Director of Maintenance, Office of the Deputy Chief of Staff, G4
- MajGen Willie Williams, USMC, Commanding General, MARCORLOGCOM
- Maj Gen Bob McMahon, USAF, Director of Logistics, A-4L, Deputy Chief of Staff of the Air Force
- MG Jerry Johnson, USA, Deputy Chief of Staff, G4, U.S. Army Forces Command
- RDML Andy Brown, USN, Commander, Fleet and Industrial Supply Centers, U.S. Navy
- Mr. Jeff Orner, SES, Deputy Assistant Commandant, Engineering and Logistics, CG-4D, U.S. Coast Guard

3:30 pm — **Break**
Exhibit Hall

4:00 pm — **Panel Discussion**
"Contracting and Contractor Challenges on the Battlefield - Integrating and Controlling 'The Fifth Force Provider'"

Moderator: Mr. Gary Motsek, ADUSD, Program Support, OSD/L&MR

Panelists:
- Ms. Kristi Clemens, President, Aegis Defense Services LLC
- RDML Kathleen Dussault, USN, Commander, Joint Contracting Command Iraq and Afghanistan (Invited)
- Mr. Will Moser, Deputy Assistant Secretary for Logistics Management, Department of State
- LTG Rick Hack, USA, (Ret), KBR

6:15 pm - 9:45 pm — **Dinner Cruise**
Lady Windridge Yacht, Intercoastal Waterway
Boards at 6:00 pm at the Hyatt dock across from Registration

THURSDAY APRIL 9 2009

"PEOPLE: THE IMPACT OF EDUCATION AND TECHNOLOGY"

7:00 am **Continental Breakfast**
Regency Ballroom Foyer

8:00 am **Keynote**
- Maj Gen Dale Meyerrose, USAF (Ret), Vice President and General Manager, Cyber and Information Assurance, Harris Corporation

8:45 am **Panel Discussion**
"Logistics Workforce Education and Human Capital Initiatives: The Impact on People, Processes and Readiness"

Moderator: LTG Bob Dail, USA (Ret), President, Supreme Group (USA)
Panelists:
- Dr. Paul Needham, National Defense University
- Mr. George Topic, Deputy for Strategic Logistics, J4 Directorate, The Joint Staff
- Mr. J. David Patterson, Executive Director, National Defense Business Institute, College of Business Administration, University of Tennessee, Knoxville
- Mr. Alan Estevez, PADUSD/L&MR
- Mr. Michael Madden, Deputy Commander, MARCORLOGCOM

10:15 am **Break**
Regency Ballroom Foyer

10:30 am **Panel Discussion**
"Operationalizing Information Technologies: Impact on People, Processes and Readiness"

Moderator: Mr. Tim Harp, Deputy Assistant Secretary of Defense for C3ISR & IT Acquisition, OSD
Panelists:
- Mr. William Kanotz, Director, Logistics Programs, Surveillance Systems, Northrop Grumman Electronic Systems
- Mr. James Sprang, Autonomic Logistics Information System Program Manager, Lockheed Martin Corporation
- MG Dennis Jackson, USA (Ret), Director, Logistics Transformation, Oak Ridge National Labs
- Mr. Jon Newsom, Sustainment/PBL Solution Principal, SAP Public Services, Inc.

12:00 pm **Luncheon with Speaker**
Jasmine Hibiscus Ballroom
Sponsored by Lockheed Martin Corporation
- Gen Duncan McNabb, USAF, Commander, USTRANSCOM

Presentation of the following awards:
- *DoD Award for Supply Chain Operational Excellence*
- *The Edward M. Greer Award*
- *The Logistician Emeritus Award*

1:30 pm **Panel Discussion**
"Homeland Defense: People, Processes and Technology in Crisis Response"

Moderator: Mr. Joe Spruill, Senior Logistics Analyst, DHS
Panelists:
- Mr. Richard Gunderson, Acting Chief Procurement Offices, DHS HQ
- Mr. Jeff Orner, SES, Deputy Assistant Commandant, Engineering and Logistics, CG-4D, U.S. Coast Guard
- Mr. John Abood, Director of Transportation, USAID
- Mr. Chris Larson, Director, UPS Government Solutions

3:00 pm **Closing Comments**
- VADM Gordon Holder, USN (Ret)
  Vice President, Booz Allen Hamilton;
  NDIA Logistics Management Division and Conference Chairman

Exhibit Hall Hours

Monday, April 6, 2009
5:30 pm - 7:00 pm

Tuesday, April 7, 2009
9:00 am - 7:30 am

Wednesday, April 8, 2009
7:00 am - 8:00 am &
1:45 pm - 4:00 pm

Please note: The Exhibit Hall will be closed from 8:00 am - 1:00 pm. Exhibitors are encouraged to participate in the General Sessions and Panel Discussions during this time.

Move-Out:
Wednesday, April 8, 2009
4:00 pm - 10:00 pm
Thursday, April 9, 2009
8:00 am - 12:00 pm

Attire:
Conference attire is business for civilians and Class A uniform for military. In addition, your identification badge, received upon conference check-in, must be worn at all times.

EXHIBIT INFORMATION

EXHIBITOR LIST AS OF 3/23/2009

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Agility Defense & Government Services	428
American Public University	421
BAE Systems	225
Boeing	303
Booz Allen Hamilton	316
BTA - Business Transformation Agency	423
Cherokee Information Services, Inc.	221
Computer Sciences Corporation	425
Comtech Mobile Datacom Corporation	216
Defense Acquisition University	324
Defense Logistics Agency	307
General Services Administration	313
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Institute for Defense and Business	321
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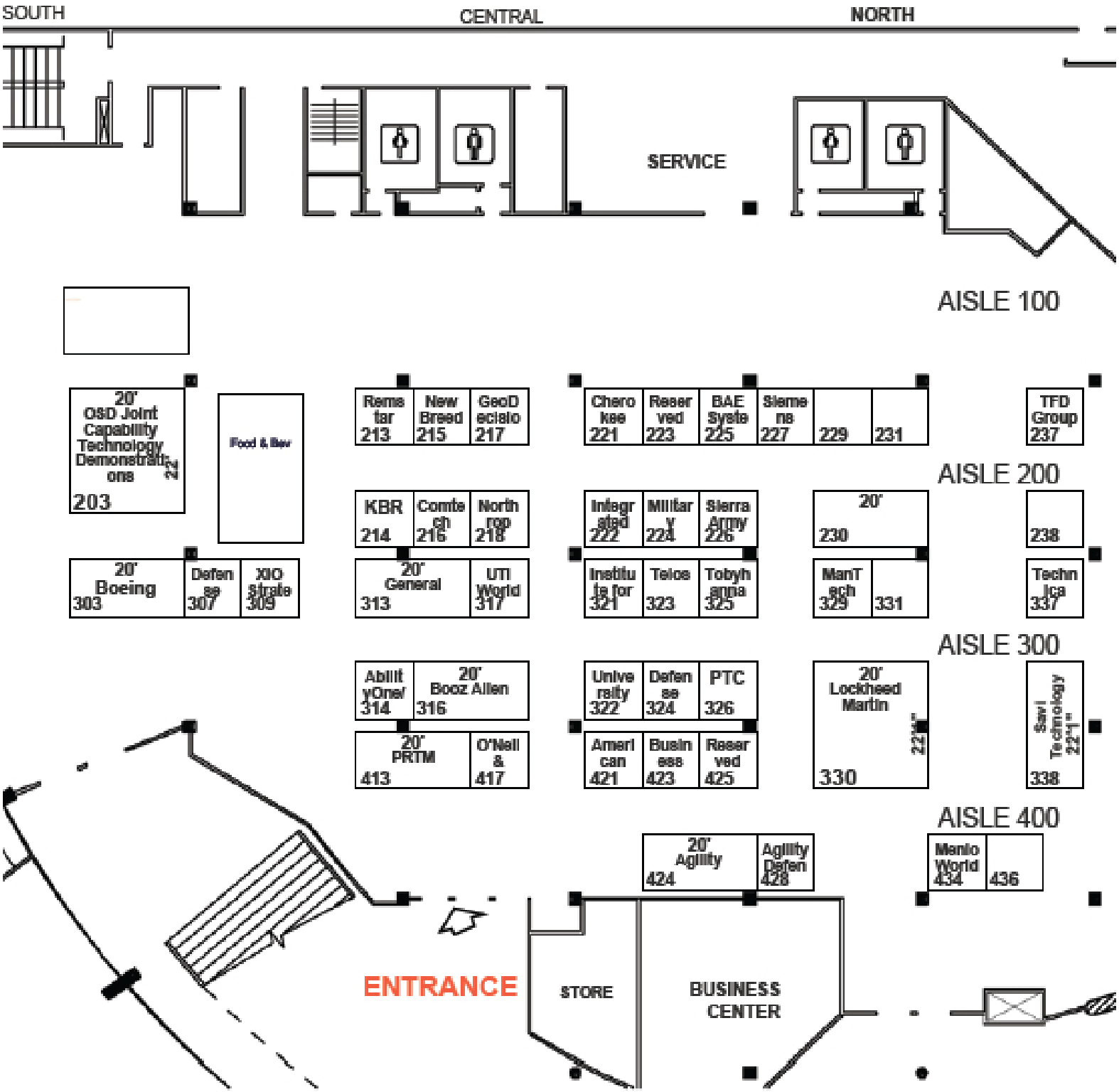
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Agility is one of the world's leading providers of integrated logistics to businesses and governments. It is a publicly traded company with $6.3 billion in annual revenue and more than 32,000 employees in 550 offices and 100 countries. Agility brings efficiency to supply chains in some of the globe's most challenging environments, offering unmatched personal service, a global footprint, and customized capabilities in developed and emerging economies alike.

Agility's commercial division, Agility Global Integrated Logistics (GIL), is headquartered in Switzerland and provides supply chain solutions to customers in technology, retail, chemicals, and other industries. Agility Defense & Government Services (DGS), based in Washington, offers logistics services to governments, relief agencies and international institutions worldwide. Agility Investments, based in Dubai, draws on local insights from Agility's global network to identify real estate and private equity opportunities in Asia, Africa and the Middle East.

For more information visit our website: www.agilitylogistics.com

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American Public University (APU) delivers on Service, Leadership, and Relevance in a global society. These values define our mission at American Public University. They guide how we educate and support more than 40,000 distance learners studying in 50 states and more than 100 countries. They are a roadmap for how we prepare your team members for successful careers, to provide valuable contributions to your organization.

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APU endorses the goals of the Office of the Deputy Under Secretary of Defense (Logistics & Material Readiness) issued in its DoD Logistics Human Capital Strategy to establish the vision and enabling pillars to optimize the DoD logistics workforce. The content of our courses and high tech delivery provide an unmatched value proposition to contractors and military personnel, to your organization and your customers.

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The professors teaching these programs are truly "real-world" experts who incorporate knowledge they learn from the field. Many are executives in government, business and non-profit organizations, including the State Department, Department of Defense, Department of Homeland Security, CIA, United Nations, commercial airlines, defense contractors, and more. They promote continuous learning as members of professional associations such as the Council of Supply Chain Professionals (CSCMP), SOLE, APICS, the Association for Operations Professionals, the Institute for Supply Management and the Project Management Institute.

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BAE Systems is the premier global defense, security and aerospace company delivering a full range of products and services for air, land and naval forces, as well as advanced electronics, security, information technology solutions and customer support services. With approximately 105,000 employees worldwide, BAE Systems' sales exceeded $34.4 billion in 2008. In the United States, BAE Systems is in the top 10 among the leading U.S. defense contractors. Between our Electronics, Intelligence & Support (EI&S) and Land & Armaments (L&A) Operating Groups, plus Products Group and Detica, Inc., BAE Systems, Inc. – headquartered in Rockville, Maryland -- employs some 47,000 employees in the U.S., and 55,000 total around the world. BAE Systems has a proud history of leveraging its global capabilities to deliver the very best for our men and women in uniform, and to those who protect our nations.

EI&S designs, develops, produces and supports electronic systems and subsystems for military and commercial applications, and focuses on four core markets: electronics, information systems, platform controls and power management, and support services. EI&S is a benchmark provider of integrated information technology, and technical and professional service solutions for the U.S. national security and federal civilian markets.

L&A is a global leader in the design, development, production and service support of armored combat vehicles, major and minor caliber naval guns and missile launchers, canisters, artillery systems and munitions. L&A provides breakthrough technology solutions, world class systems integration, flexible manufacturing, and superior integrated logistics support throughout the product lifecycle.

BAE Systems, Inc. also includes the Products Group -- provider of many of the world's most recognized brands in protective gear across the law enforcement, corrections, military and security markets -- and recently acquired Detica, Inc. -- an information intelligence company that delivers technology-driven solutions to the U.S. national security and commercial markets.

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BearingPoint, Inc. is one of the world's largest providers of management and technology consulting services to Global 2000 companies and government organizations in more than 60 countries worldwide. Based in McLean, Va., the firm has approximately 16,000 employees focusing on the Public Services, Commercial Services and Financial Services industries. BearingPoint professionals have built a reputation for knowing what it takes to help clients achieve their goals, and working closely with them to get the job done. Our service offerings are designed to help our clients generate revenue, increase cost-effectiveness, manage regulatory compliance, integrate information and transition to "next-generation" technology. For more information, visit the Company's Web site at www.BearingPoint.com.

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Booz Allen Hamilton has been at the forefront of strategy and technology consulting for 95 years. Every day, government agencies, institutions, corporations, and infrastructure organizations rely on the firm's expertise and objectivity, and on the combined capabilities and dedication of our exceptional people to find solutions and seize opportunities. We combine a consultant's unique problem-solving orientation with deep technical knowledge and strong execution to help clients achieve success in their most critical missions. Providing a broad range of services in strategy, operations, organization and change, information technology, systems engineering, and program management, Booz Allen is committed to delivering results that endure.

With 20,000 people and $4 billion in annual revenue, Booz Allen is continually recognized for its quality work and corporate culture. In 2009, for the fifth consecutive year, *Fortune* magazine named Booz Allen one of "The 100 Best Companies to Work For," and *Working Mother* magazine has ranked the firm among its "100 Best Companies for Working Mothers" annually since 1999.

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We're Mission-Tested: We serve every department in the U.S government. In fact, we have held many of our federal contracts for more than 25 years. This breadth of experience and depth of understanding is essential in looking at the bigger picture and taking an enterprise-wide view to solve your problems. Understanding what it takes to work across an organization helps us deliver effective solutions that span the boundaries of many agencies and departments.

We Deliver: Whether the challenge is to transform your global supply chain, manage the distribution of items on which others rely, ensure parts are available when needed, or keep highly sophisticated equipment in top notch condition, logistics management is a make-or-break business.

Logistics services must be agile for an operation to run smoothly. This requires that supply, transportation and maintenance functions — such as order fulfillment, asset visibility, warehouse management, distribution, flightline inspections, and modification installments — integrated within a total enterprise framework.

Seven Ways CSC Can Help

In the future, military and commercial logistics systems will be integrated to form an interoperable supply chain. CSC's proven, award-winning logistics and supply chain solutions are playing a key role in modernizing logistics. At the same time, they allow our customers to improve readiness, increase speed and lower costs.

- Supply Chain Consulting and Management
- Logistics Enterprise Integration and Transformation
- Distribution Management and Transportation
- Facility Management.
- Maintenance and Repair
- Logistics Engineering
- Enterprise Visibility Solutions

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They turn to a trusted name: General Dynamics Information Technology

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The Institute for Defense & Business (IDB) focuses on the need to create and maintain an ongoing dialogue between the U.S. military and the private sector as well as among the services to engender a truly joint perspective. The IDB accomplishes this objective through a unique approach that combines scholarly as well as applied research and education. Created in 1997 by the University of North Carolina and the State of North Carolina, the IDB is a 501(c)(3) non-profit research and education organization based in Chapel Hill, North Carolina. The IDB has five major program areas detailed below:

- **The Center of Excellence in Logistics and Technology (LOGTECH)** provides two executive education experiences with a focus on logistics and technology for logisticians at different stages of their professional development. LOGTECH also offers an executive MBA through a unique partnership between the Kelley School of Business at Indiana University and the University of North Carolina at Chapel Hill's Kenan Flagler Business School.
- **Depot and Arsenal Executive Leadership Program (DAELP)** is an executive development program for the leaders of the U.S. military's Depots and Arsenals. It provides a comprehensive educational experience through a series of in-residence sessions at the University of North Carolina's Friday Center, on-site orientation visits to our nation's depots plus an innovative Corporate Residency program.
- **The Center for Stabilization and Economic Reconstruction (CSER)** houses a range of programs that center on addressing the challenges of economic recovery of post-conflict and post-disaster states.
- **Log21: Logistics for the 21st Century** is designed to provide early career, high-potential military and corporate logisticians with a comprehensive and tailored educational experience that furthers their professional development and propels their careers.
- **The Master of Life Cycle Systems Engineering (MLCSE)** was developed in response to industry requests for a degree that emphasizes the total cost of ownership for products and systems. This degree program, launching in 2010, is a 16-month degree offered in partnership with North Carolina State University and North Carolina A&T University. The IDB is also launching week long executive education courses focused on life cycle systems engineering in the fall of 2009.

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LOCKHEED MARTIN

Headquartered in Bethesda, Maryland, Lockheed Martin is a global security company that employs about 146,000 people worldwide and is principally engaged in the research, design, development, manufacture, integration and sustainment of advanced technology systems, products and services. As the leading provider of logistics and sustainment support to the DoD, Lockheed Martin is actively assisting in implementing innovative business relationships and advanced supply chain practices to improve material readiness, reduce costs, and reduce logistics response time. The overall approach, **"Full Spectrum Integrator"** is directed towards providing assured mission outcomes at all times in the life cycle of all programs. By offering **"Full Spectrum Integrator"** services, Lockheed Martin provides America's deployed forces with best-in-class support while dramatically improving DoD logistics performance.

Recent efforts include: **F-22 Sustainment • FASI-G • SOFSA • High Mobility Artillery System • Aegis PBL • Naval Aviation Tires • H-60 Tip-to-Tail • Javelin • Air Force Industrial Prime Vendor (AF IPV)** and **• Navy Acoustic – Rapid COTS Insertion (A-RCI).**

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Leadership Across the Total Cycle of Logistics

Logistics
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At Northrop Grumman, logistics is more than a service offering. Our internal logistics, SCM and IT systems are vital to the success of our manufacturing operations in shipbuilding, space systems, unmanned aerial vehicles and aircraft radar and electronic systems. We use Six Sigma and lean practices to cut costs and ensure quality. And with our global information network and resources, we support and maintain our offerings around the globe.

The benefit for you? We know what makes logistics work – and how to make it work for our customers.

Find Out More - To learn more about our logistics and engineering services, contact: **www.northropgrumman.com**

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PRTM (www.prtm.gov.com) is the leading management consultancy for operational transformation in the public sector. The firm is a fusion of government and commercial change agents, bringing extensive knowledge of best practices to its clients. Since 1976, PRTM has created competitive advantages for its clients by partnering with senior executives to develop and implement innovative operational strategies that deliver sustainable results. PRTM management consultants are leaders in operational strategy, supply chain, product development and customer management, having developed many of the standard-setting methodologies and frameworks used by leading companies today. PRTM has 16 offices worldwide and serves all major government and industry sectors.

For more than 30 years, PRTM has helped public and private organizations across multiple industries develop and deploy innovative yet pragmatic operational strategies aimed at attaining meaningful and lasting results. With strategy development and operational expertise tested in the field and a proven track record to back it up, PRTM's consulting team can assist with a range of services and best practice implementations, customized to fit your organization's needs, whether you are in the government or the aerospace and defense industry.

PRTM delivers the highest returns to its clients by applying its industry and operational expertise to fundamental management challenges: sustaining innovation, delivering value consistently to customers, and increasing profitability. The firm has deep functional knowledge in core operational areas such as supply chain, product development, and customer value management; it is those operational areas that drive structural revenue and performance. PRTM draws its client teams from a worldwide talent pool of management consultants based in local offices across the Americas, Asia, and Europe, and serves the following industries:

- Aerospace and Defense
- Automotive
- Chemicals and Process Industries
- Communications and Media
- Consumer Goods
- Electronics and Computing
- Energy
- Financial Services
- Industrial
- Life Sciences and Healthcare
- Private Equity
- Public Sector
- Software

Promotional partner

Raytheon

Raytheon Company is a technology leader specializing in defense, homeland security and other government markets throughout the world.

Raytheon's businesses provide state-of-the-art electronics, Mission Systems Integration and other capabilities in the areas of sensing; effects; and command, control, communications and intelligence systems, as well as a broad range of Mission Support services:

- **Integrated Defense Systems (IDS)** – IDS is Raytheon's leader in Joint Battlespace Integration providing affordable, integrated solutions to a strong international and domestic customer base, including the U.S. Missile Defense Agency, the U.S. Armed Forces and the Department of Homeland Security. With headquarters in Tewksbury, MA., IDS had 2008 net sales of $5.1 billion.

- **Intelligence and Information Systems (IIS) –** Based in Garland, Texas, Raytheon Intelligence and Information Systems is a leading provider of information and intelligence solutions to the government. IIS had 2008 net sales of approximately $3.1 billion and employs more than 9,000 engineering and technical professionals worldwide.

- **Missile Systems (MS)** – MS is the world's leading missile producer for U.S. and allied forces. From global missile defense to directed energy solutions, MS provides revolutionary technologies to meet customer needs in the evolving battlespace. With headquarters in Tucson, AZ., MS had sales of approximately $5.4 billion in 2008.

- **Network Centric Systems (NCS)** – NCS develops and produces network centric solutions that integrate sensors, systems and secure communications to manage the battlespace and airspace. With headquarters in McKinney, Texas, NCS had net sales of approximately $4.5 billion in 2008.

- **Space and Airborne Systems (SAS) –** SAS is the leading provider of sensor systems giving military forces the most accurate and timely information available for the network-centric battlefield. With headquarters in El Segundo, CA., SAS had sales of approximately $4.4 billion in 2008.

- **Technical Services (TS)** – provides technical, scientific and professional services for defense, federal and commercial customers worldwide. A global workforce of more than 9,000 provides Mission Support, training, counterproliferation and counterterrorism, range operations, product support, homeland security solutions, and customized engineering services to ensure customer success. With headquarters in Reston, VA., TS had net sales of approximately $2.6 billion in 2008.

Promotional partner

SAIC is a FORTUNE 500® scientific, engineering, and technology applications company that uses its deep domain knowledge to solve problems of vital importance to the nation and the world, in national security, energy and the environment, critical infrastructure, and health. The company's approximately 45,000 employees serve customers in the Department of Defense, the intelligence community, the U.S. Department of Homeland Security, other U.S. Government civil agencies and selected commercial markets. SAIC had annual revenues of $8.9 billion for its fiscal year ended January 31, 2008. For more information, visit www.saic.com. SAIC: From Science to Solutions®

Promotional partner

Telos: Solutions that empower and protect the enterprise, www.telos.com.

Telos employs advanced technologies to deliver solutions that secure the vital assets of the world's most demanding enterprises and security-conscious organizations, including the critical operational and tactical systems of military, intelligence and civilian agencies.

Secure wired and wireless network solutions for DoD and federal agencies
Using proprietary design methodologies, Telos delivers fixed and deployable, wired and wireless, secure networks for military, first responder, and other government agencies. Increasing military readiness worldwide, wireless networks are being deployed at 97 Air National Guard locations, with expansion to an additional 200, and close to 30,000 deployable secure wireless modules provide last-mile connectivity between warfighters and Army logistics networks.

Automated and streamlined IT security and risk management
Telos provides Information Assurance solutions for security assessment, security engineering and cyber security operations and management. Telos security professionals are charged with the design, operation and 24/7 protection of the Pentagon communications network, defending against 3 to 4 million intrusion detection events each day.

Xacta® IA Manager combines industry-leading security compliance and risk assessment functionality with powerful business process automation to establish a centralized governance, risk, and compliance management platform that facilitates compliance assessment, continuous risk and sustained compliance management, and security process automation.

Next-generation messaging solution supporting warfighters throughout the world
Adopted by the DoD in 2004 to carry official message traffic, the Automated Message Handling System (AMHS) is implemented throughout all branches of the military, the intelligence community and other critical civilian agencies. AMHS is used by US Central Command to meet its critical organizational communications requirements in Operation Iraqi Freedom.

End-to-end logical and physical security from the gate to the network
Telos identity management solutions provide control of physical access to bases, offices, workstations, and other facilities, as well as control of logical access to databases, host systems, and other IT resources. Telos designs and delivers identity and access solutions to protect national security assets and facilities. Among these programs is the largest biometric application in the world, which has issued over 12,000,000 secure credentials for active and retired military, military dependents, and contractors.

Promotional partner

THANK YOU FOR COMING!

Join us again next year and SAVE THE DATE!

26th Annual National Logistics Conference & Exhibition

Event #0730
April 12 - 15, 2010
Hyatt Regency Miami
Miami, Florida

NDIA
National Defense Industrial Association

THANK YOU TO OUR PROMOTIONAL PARTNERS!

accenture
High performance. Delivered.

Agility
Defense & Government Services

American Public University
APU

BAE SYSTEMS

Booz | Allen | Hamilton

BearingPoint

CSC

EDS
an HP company

GENERAL DYNAMICS
Information Technology

INSTITUTE FOR DEFENSE & BUSINESS

LOCKHEED MARTIN

NORTHROP GRUMMAN
DEFINING THE FUTURE™

PRTM

Raytheon

SAIC
From Science to Solutions

TELOS

National Defense Industrial Association

Small Business Interoperability and Opportunity in a Complex Defense Marketplace

Teaming For Success

Booz | Allen | Hamilton

delivering results that endure

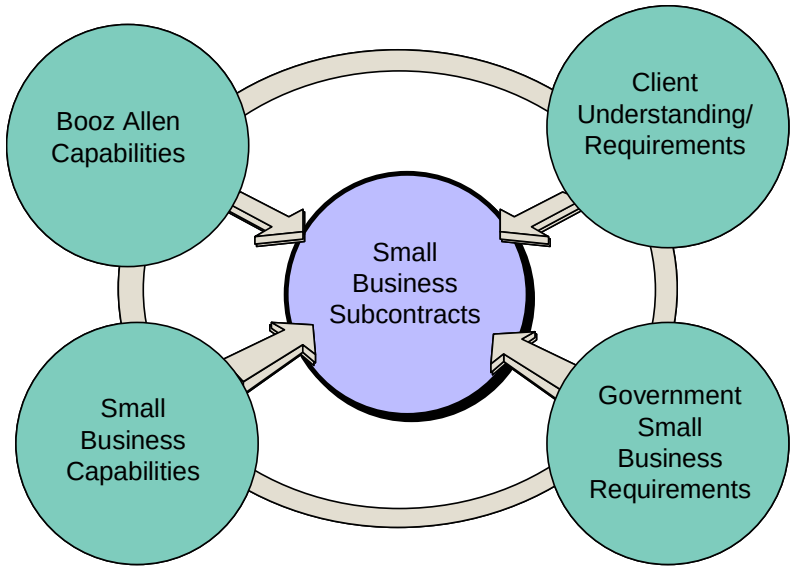
governmentsolutions

Booz Allen Actively Seeks Small Business To Fill Niche Requirements

- Our capture process ensures collaboration with business leaders across Booz Allen to identify niche subcontracting opportunities for small businesses
- We seek out businesses to supplement in-house professional, technical, and support capabilities
- We review procurements and consider
  - Government contracting requirements
  - Booz Allen's capabilities
  - Small business capabilities and client relationships and knowledge
- This approach produces specific small business subcontracting opportunities tailored to each procurement

Booz Allen strives to identify companies with "best-in-class" capabilities

- Booz Allen's subcontractors typically possess the following characteristics:
  - A well defined business strategy and complementary corporate vision
  - Compatible business ethics and philosophy
  - An understanding of the government market with expertise or recognition within a specific client organization or capability
  - The potential for a long-term, reciprocal relationship
  - Financial stability and viability



Team building is key

- It's about Mutual Trust. We:
  - Develop and discuss proposal building strategies with our team early in the process
  - Assign various proposal lead roles to the most qualified member of the team
  - Maintain high energy and team spirit throughout the proposal process
  - Maintain open communication with the team through various proposal meetings throughout the entire proposal process
  - Place our Small Businesses in challenging roles from proposal support to contract implementation
- Team Building
  - Being personally committed to the development of small businesses through an integrated team approach to fulfill the client's mission.

….and, it's supported 100% by our Firm's Officers and leadership team

National Defense Industrial Association

Case Study:

Booz Allen & Systems Documentation, Inc./SDI Government Solutions

CECOM Logistics Readiness Center (LRC),
Logistics and Engineering Operations (LEO) Directorate
Technical Manual Conversion Project

Systems Documentation, Inc.
Company Profile

- Systems Documentation, Inc. (SDI)…established in 1978
  - Certified, woman-owned small business enterprise
- SDI Government Solutions is a division of SDI focused specifically on the Federal Government, with offices in:
  - South Plainfield, NJ (Supporting CECOM and PD CREW)
  - Crane, IN (Supporting NSWC Crane)
  - La Plata, MD (Supporting JCREW PMS 408 and JIEDDO)
  - Pittsburgh, PA (Supporting Interactive Media)
- 100% Cleared Personnel
  - Program / Project Managers/ Logistics Specialists
  - Training / Front End Analysis Specialists
  - Software Engineers / Web Developers / Graphic Artists
  - Instructional Designers / Technical Writers
- Secret Facility Clearance

Background

- CECOM LRC LEO Directorate is the Resources optimization PM for Force Reset/Readiness.
  - Delivers cohesive and complete lifecycle support for US Army telecommunications and advanced application technology weapon systems
  - Is responsible for discovering internal implicit business processes and evolving explicit policy in the CECOM LCMC LRC community
  - Develops and provides to the CECOM Commodity Directorates, Weapon System Teams tools for training and support of acquisition, supply, and logistics lifecycle of all US Army CECOM LCMC products.

- TMDS Project Objective:
  - Convert existing Technical Manuals (TM) into XML (eXtensible Mark-Up Language) TMs
  - Review and analyze TM changes/updates associated with Two Level Maintenance
  - Provide support in TM review to ensure compliance with current MIL-STD-40051, MIL-STD- 2361 and AR 25-30

The Challenge

- Convert an estimated 1.5M pages, across ~5K Technical Manuals to XML Standards
- Task Requirements:
  - XML conversion - Conversion of GF source material into XML computer language, compliant with Military Standards (MIL-STD).
  - TM updates in the form of changes and revisions performed IAW MIL-STD 40051/2361 to include Two Level Maintenance information
  - TM review & analysis to ensure content and format are compliant with MIL-STD 40051, revision 2, change 3 and/or CECOM Variant MIL-STD 2361
  - TMDS Audit Tool to ensure production performance tracking of all TMDS content from initial GFI to final accepted delivery for XSL
    - BAH Project Management Environment & TMDS Project Management Dashboard

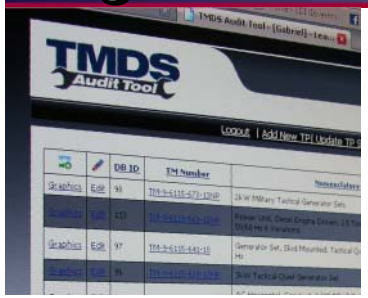
National Defense Industrial Association

We Turned To SDI because of what they do

Comprehensive Training Support Services

- Training Analysis
- Blended Learning Environment
- Systems Approach to Training (SAT)
- Interactive Intelligent Training Media Solutions
- Training Plans and Materials
- Instructor-Led Training
- Training Delivery

Logistics Management and Technical Documentation



- **Intelligent Technical Documentation**
- **Content Architecture: from Content Development - Publication - Document Management - Distribution to Integration with Other Business Processes**
- **Knowledge management, Community of Practice Web Portal / Document Repository**
- **Life Cycle Logistics Support, DoD 5000.2 process**

Expertise in…

- DoD 5000.2
- Shareable Content Object Reference Model (SCORM)
- Reusable Learning Objects (RLO)
- Learning Management System (LMS) interfaces
- Section 508 of the Rehabilitation Act
- Technology-Based Training
- Content & Knowledge Management
- 3-D Modeling & Simulation
- Software Development
- Graphic Design & Production
- Other industry standards and best practices

Project Team Roles & Responsibilities

	PM	Tech Manual Conversion	Tech Manual Change/ Revision Updates	Review & Analysis	TMDS Auditing	Quality Assurance
Booz Allen	√			√	√	√
SDI		√	√		√	√

Why SDI?

- Extensive history with Army, Navy and commercial clients supporting conversion of technical documentation into structured mark-up language (SGML & XML)
- They provide document analysis, DTD creation, authoring, editing, graphics support, publishing and production services, dynamic publishing and database integration, migration and conversion services, tools development, and training and support.
- Proven experience executing XML conversion of a 500 page TM in 4-6 weeks compared to an industry standard of 12 weeks using proven technology software tools and TM conversion process to provide the following results/benefits …
  - On time delivery
  - Compliance with quality standards.
  - Improved accuracy
  - Validation against the CECOM Compose Tool
  - MIL STD compliant for XML TMs and SVG/CGM graphics

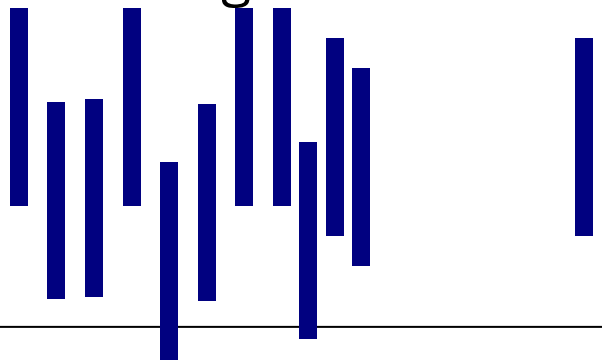
The Results

- While still in the early stages of the overall project, the project team has received positive client feedback on:
  - Attention to detail
  - Quality
- Working collaboratively with the client, the project team is identifying and implementing improvements in the client's COMPOSE tool (IETM checker) used to validate MIL STD compliance

NDIA
National Defense Industrial Association

Booz | Allen | Hamilton

delivering results that endure



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AFEI nsa PSA WID

Adapting Maintenance to An ARFORGEN Construct

2008

- ~130,000 Pieces of Equipment Reset
- An ~$18.8B Effort
- Production Efficiencies Achieved

Challenges

- Increasing Our Visibility
- Synchronizing Sustainment Solutions
- Developing a Consolidated Requirements Determination Process
- Maintaining Balance in the Industrial Base

Leader Development Objective

Leaders who understand the Enterprise

their own Service; other Services

Global Marketplace and Economy

Strategic Environment/Objectives

The Components of DOD Logistics

The Capabilities of the various components

Processes that are shared and common

Key C2, Operations and Readiness, Business Systems

Leaders who demonstrate Enterprise Thinking

outcomes, effects, mental agility

contribution and benefits vice ownership

balancing costs, risk, and responsiveness

corporate view of inventory, infrastructure, trans, information

Leaders who understand Relationships

Headquarters U.S. Air Force

Integrity - Service - Excellence

Operational Logistics Challenges in an Evolving National Security Environment— An Air Force Perspective

Maj Gen Bob McMahon
HQ USAF Director of Logistics
8 April 2009

U.S. AIR FORCE

U.S. AIR FORCE

Operational Logistics Challenges

- Understanding Reality
  - Resource Expectations
    - People, Dollars, and Time
  - Weapon System Reset
  - Weapon System Recapitalization

- Finding Balance
  - Field vs Depot Maintenance
  - Effective ~~vs~~ (and) Efficient
  - Organic vs Contract Maintenance

MEETING A GLOBAL CHALLENGE
UNITED STATES
TRANSPORTATION COMMAND
General Duncan McNabb, USAF
Commander, USTRANSCOM

Projecting National Military Power

America's Military Might Moves with USTRANSCOM

= ★★★★ = *Single Manager for Common User Transportation*

Requirements | **Mode Selection** | **Execution**

Unified Commands

UNITED STATES TRANSPORTATION COMMAND

Components

USTRANSCOM provides the synchronized transportation, distribution, and sustainment for the nation.

Single Manager for Common User Transportation

Requirements | **Mode Selection** | **Execution**

USTRANSCOM provides the synchronized transportation, distribution, and sustainment for the nation.

The USTRANSCOM Team

35 Ships - Loading, Offloading, or Underway

2008 (AVG WK)

NATIONAL EFFECTS

- Moved 151M Pounds of Unit Cargo
- Delivered 175 MRAPs to OIF/OEF
- Delivered 232M Pounds of Fuel
- Conducted 8,100 HHG Moves

Aircraft Takeoff/Landing Every 90 Seconds

2008 (AVG WK)

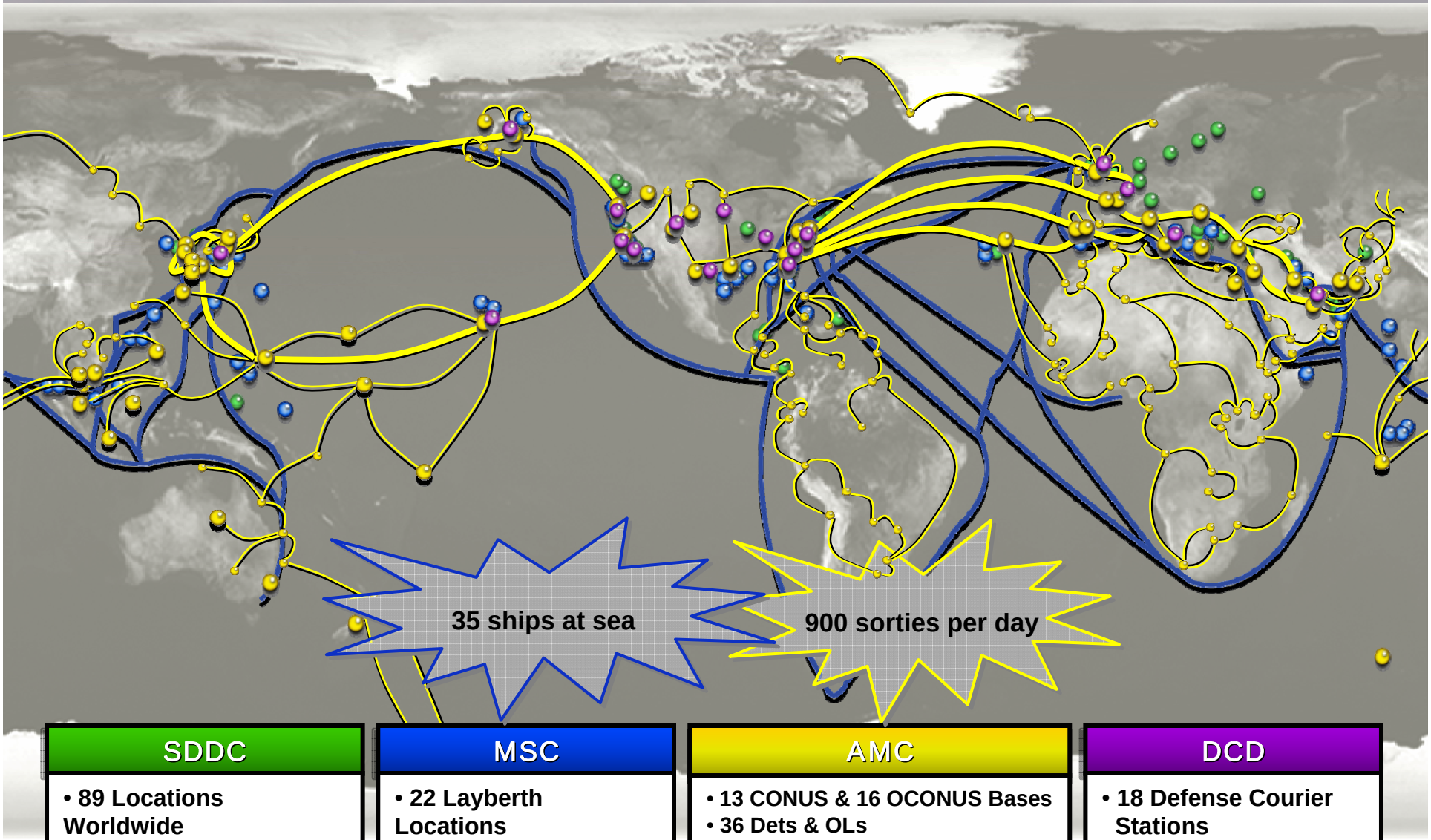
NATIONAL EFFECTS

- Transported 38,000 Passengers
- Moved 28M Pounds of Cargo
- Delivered 38 MRAPs to OIF/OEF
- Passed 35M Pounds of Fuel
- Supported Movement of 280 Patients

Six Brigade Equivalents Moving Simultaneously

Professional Distribution Team Doing Great Things -- Asymmetric Advantage for Our Nation!

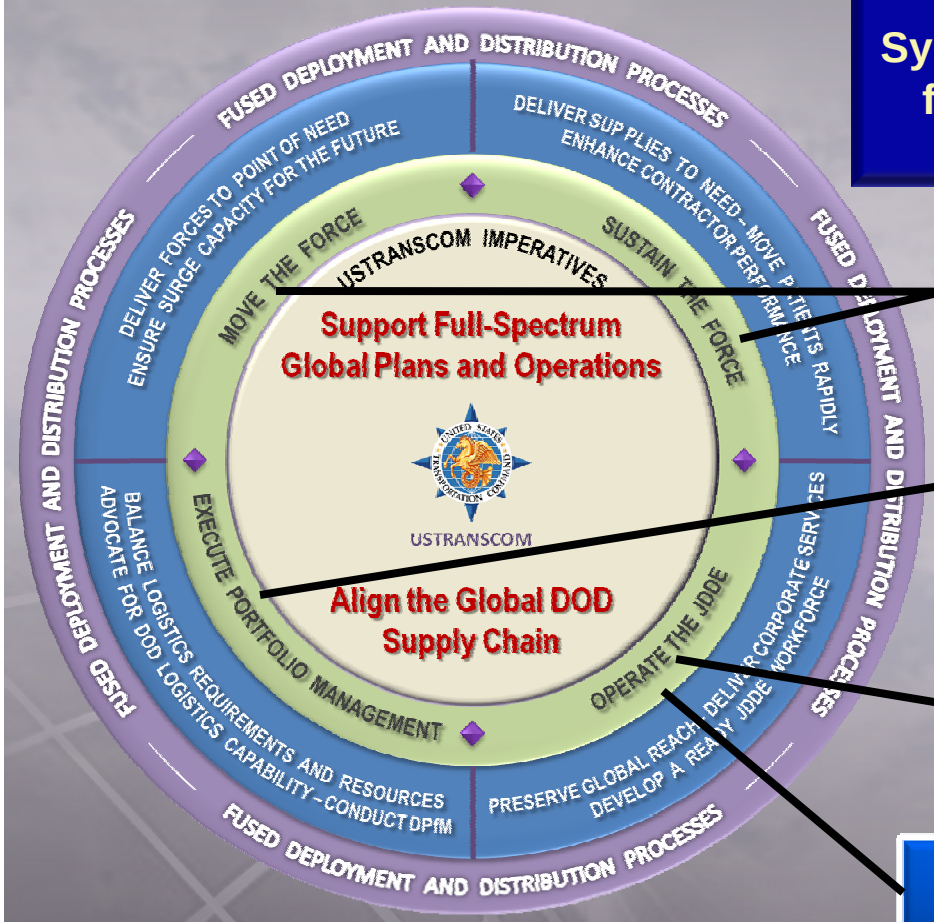
USTRANSCOM's Global Presence



SDDC	MSC	AMC	DCD
• 89 Locations Worldwide • 20 Strategic Ports	• 22 Layberth Locations	• 13 CONUS & 16 OCONUS Bases • 36 Dets & OLs	• 18 Defense Courier Stations

TCCC Strategic Engagement

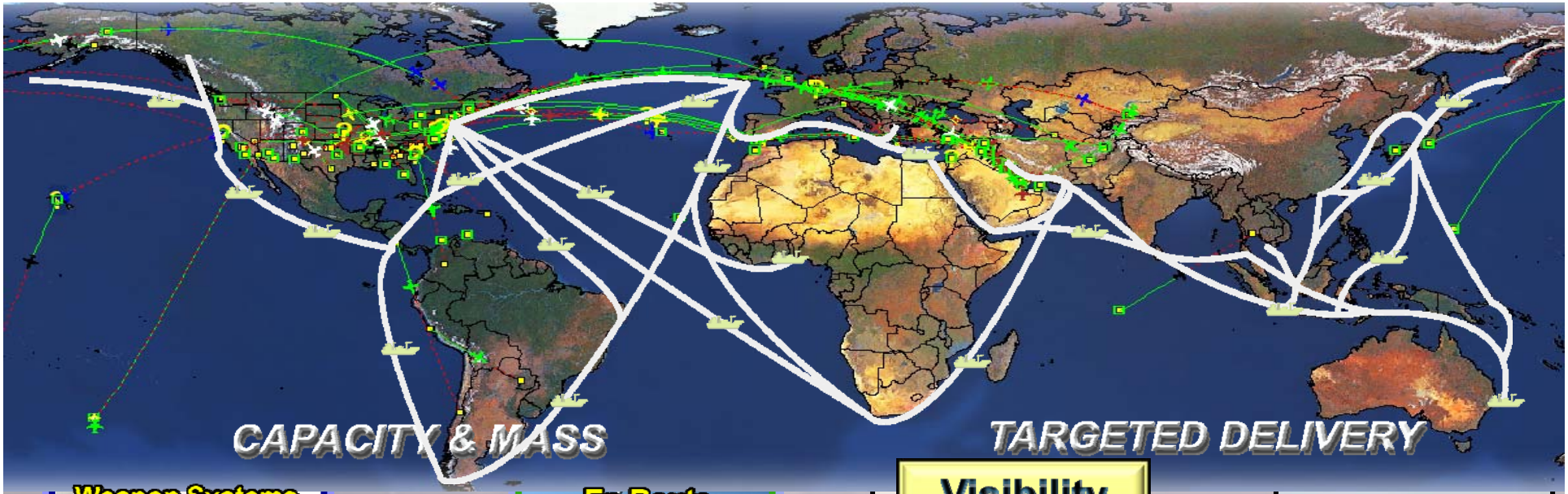
USTRANSCOM Vision:
Synchronize and deliver unrivaled, full-spectrum, deployment and distribution solutions



- **Log Support to Theater Ops**
- **Defense Transportation System Modernization**
- **Process Improvement**
- **Energy Conservation**

Direct Linkage Between Strategic Plan and Engagement Themes

Transforming Strategic Transportation



Weapon Systems

En Route Infrastructure

Velocity

Intermodal Connectors

Prepositioning

Visibility

Automatic Identification Technology

Vertical Resupply

Command & Control

Precision

Aeromedical Evacuation

2008 Strategic Plan

Metrics

Reliability

Joint Task Force - Port Opening

Global En Route Infrastructure Strategy

Stresses on the System:
Pulling Back Forward–Deployed Forces
Limited Multi-Modal Facilities

Today's Port of Debarkation is Tomorrow's En Route

Technology Goals: JLOTS/Seabasing

Skin-to-Skin Mooring

Air & Surface Connectors

Capabilities to Enable Future Operating Environments:

Augmenting Established Ports

Supplementing Degraded Ports

Creating New Ports

Critical Enabler of National Security

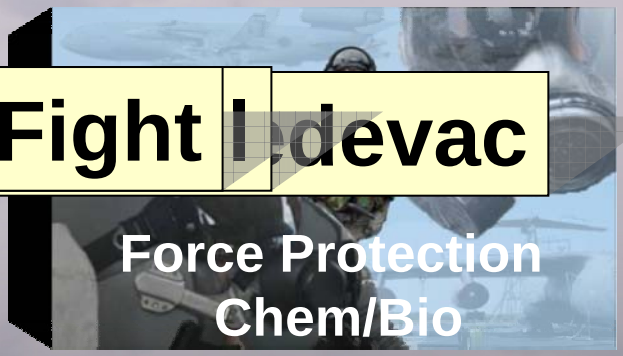
4,194 Joint Aircraft to “Fly, Fight and Win”

Savings Through Capability

KC-X Capabilities Purple=JROC Validated Shortfall Green=DoD Mandated	KC-135E 37	KC-135R 415	KC-10 59	KC-X 179
KPP #1 Tanker Air Refueling - Boom/Drogue Same Sortie				
KPP #2 Fuel Offload/Radius				
KPP #3 Communications, Navigation, & Surveillance/Air Traffic Management (CNS/ATM)				
KPP #4 Airlift Capability				
KPP #5 Receiver Air Refueling		8 w/		
KPP #6 Force Protection - Chemical/Biological Ops				
KPP #7 Net Ready				
KPP #8 Survivability - Defensive Systems				
Situational Awareness / Real Time Information in Cockpit				
Night Vision Ops				
Electro Magnetic Pulse Protection				
KPP #9 Multi-Point Refueling		20 w/	20 w/	

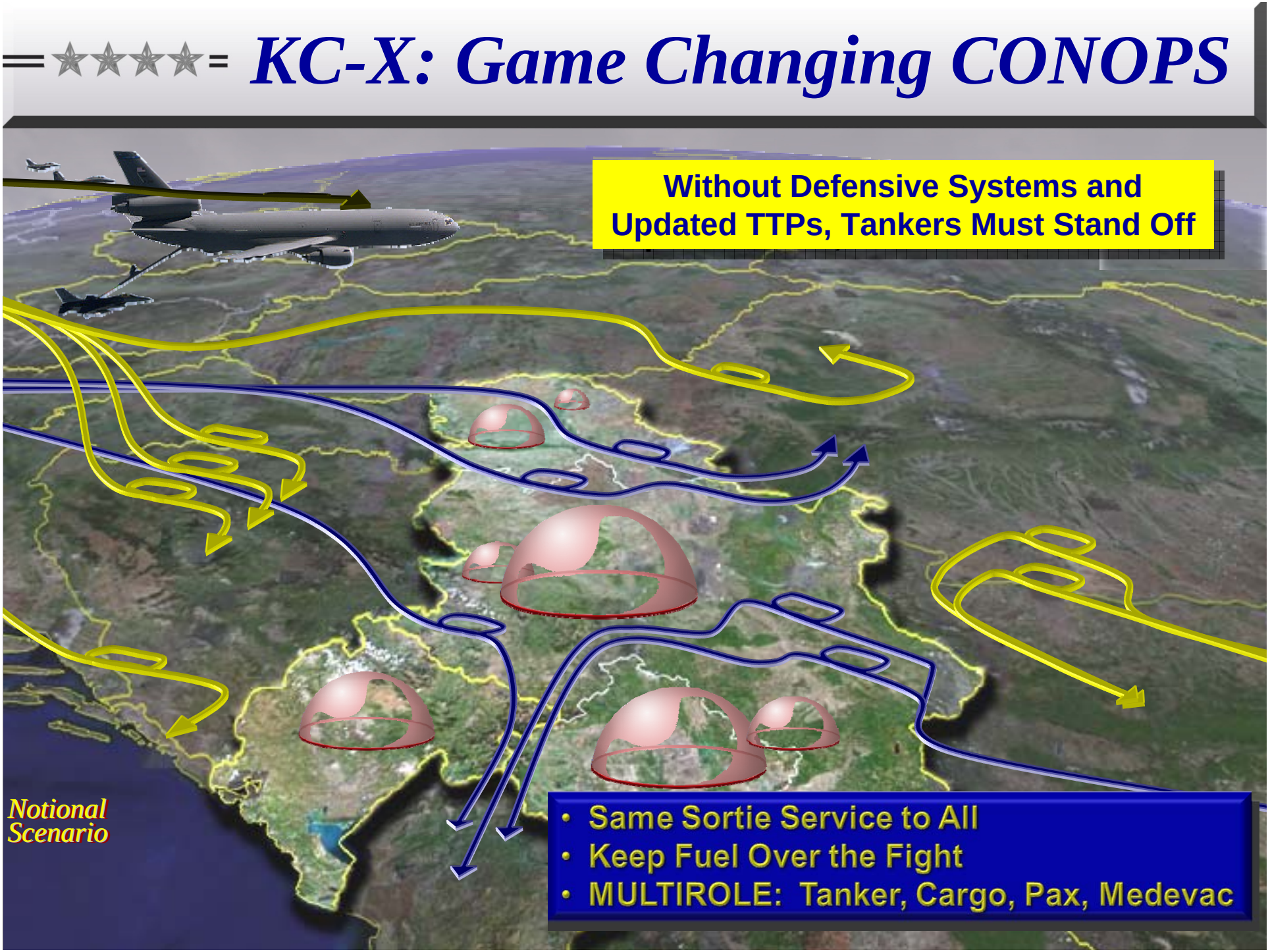
Fuel Plus Floors, Doors, and Defense

Savings Through Capability

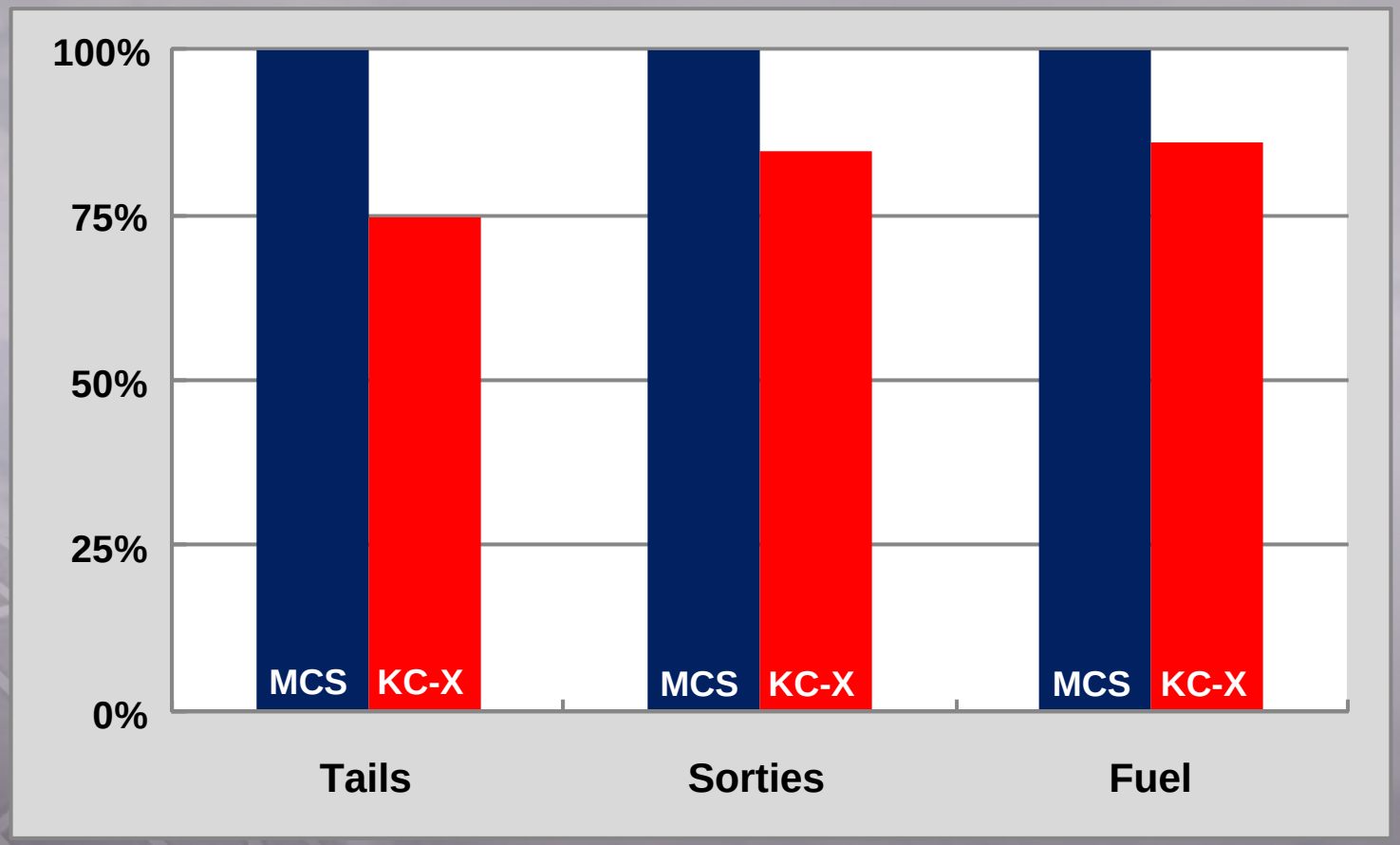


Mutli-R Keep Fuel Over the Fight ledevac

KC-X: Game Changing CONOPS



Prosecuting the National Military Strategy

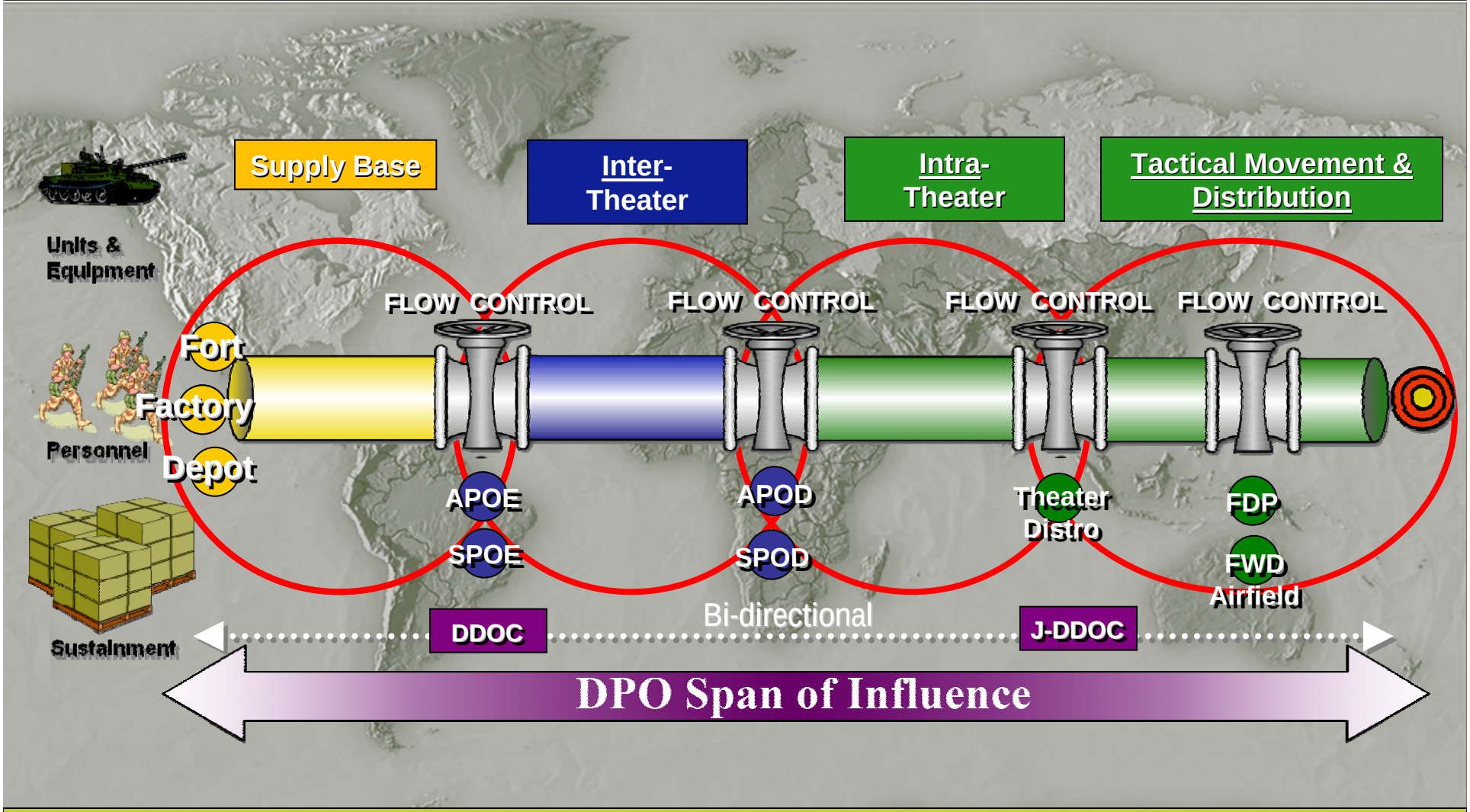


Fuel Savings $2.2M/Day World Wide

Ultimate Force Multiplier

"The KC-X will be a game-changer—its value as a tanker will be tremendous—its value as a multi-role platform will create the ultimate force multiplier for the mobility enterprise. Quite honestly, I believe it will do for the whole mobility world what the C-17 did for theater and strategic airlift." (Gen. Duncan J. McNabb, to House Appropriations Defense Subcommittee, 5 March 2009)

Transforming Distribution



Asset Visibility is a Cornerstone

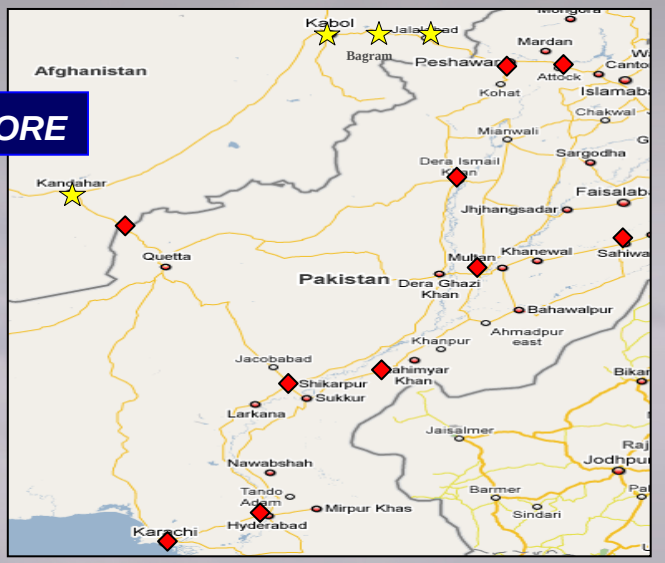
PAKGLOC-Premium AIT Results

- **Exquisite ITV on PAKGLOC**
  - Reporting interval: ~20 min
  - No gaps in satellite coverage
- **Automatic connectivity to government database**
- **Measure carrier performance**
- **Zero pilferage**
- **Improved personal security**

Satellite Tracking Enhances Logistics Capability

ITV

BEFORE



AFTER

Metering the PAKGLOC Pipeline

Location	COMMODITY				
	Unit Cargo	CL I / IV	Other*	FMS	Total
PAK GLOC	200	473	688	1649	3986
PORT	185	932	579	2125	3821
Booked / Underway					4334

*Other depicts CL II, III(P), VII, IX, AAFES.

IBS

Charleston

Total containers booked or Underway to Karachi/Qasim (Next 30 days)

Bagram

Kandahar

Karachi/Qasim

LEGEND
SURFACE
DATA

SPOE

Karachi

PAK GLOC

Border

Hub

CONUS Industrial Base

12K+ containers in the pipe

Open 7 Days a Week

Only open 6 Days a Week

Priorities

Control Measures

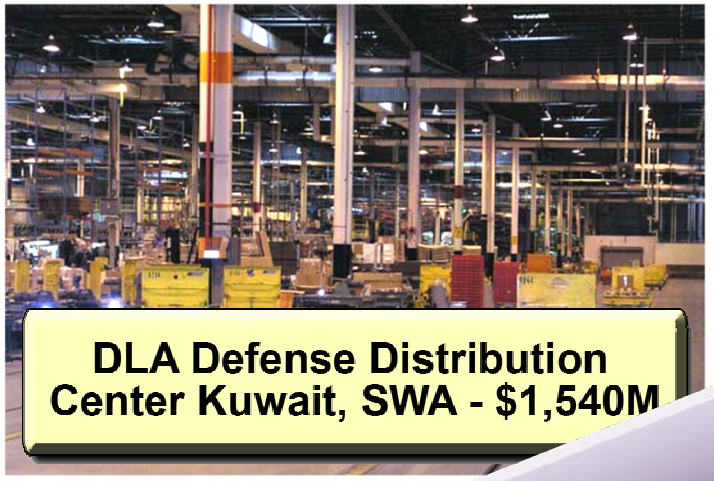
- PAKGLOC
- Port of Karachi
- Booked/Underway

Stockage Levels

Required Delivery Date

Use of DTS allows USTRANSCOM to see and influence cargo Flow ISO the Warfighter's prioritized requirements

DPO Initiative Cost Avoidance



DLA Defense Distribution Center Kuwait, SWA - $1,540M

S… …chain …ations - $58.1M

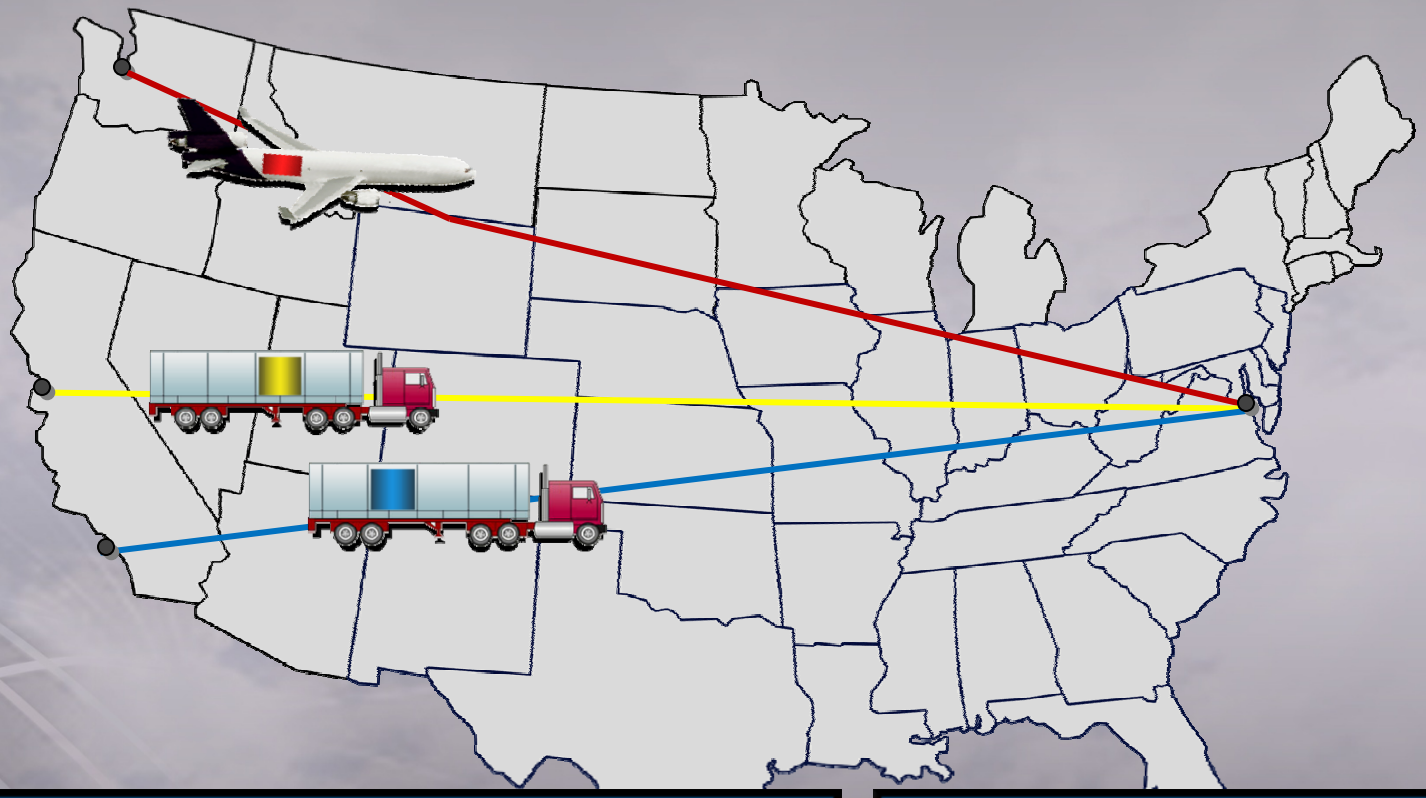
Ret…ning lost equipment to supply system - $28.9M

Aggregated passenger requirements - $4.8M

Defense Transportation Coordination Initiative - $3.1M

$2.3B COST AVOIDANCE
SINCE DPO DESIGNATION IN 2003 THRU DEC 2008

= ★★★★ = *Defense Transportation Coordination Initiative (DTCI)*



> 600 CONUS Shipping Locations
> 2,000 Receiving Locations
- Less Than Truck Load Rates

- No Overall Visibility
- Delayed Deliveries
- Mixed Cargo Priorities

= ★★★★ = *Defense Transportation Coordination Initiative (DTCI)*

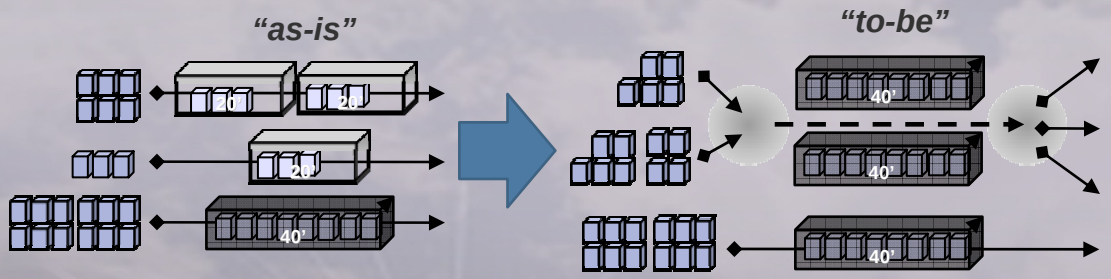
- **Projected 15% Truck Load Rate Savings**
- **Higher % of On-time Pickup/Delivery**
- **Lower Damage/Loss Rates**
- **Enhanced In-transit Visibility**

Opportunity Overview:

Process Improvement, Surface and Optimization and Alignment

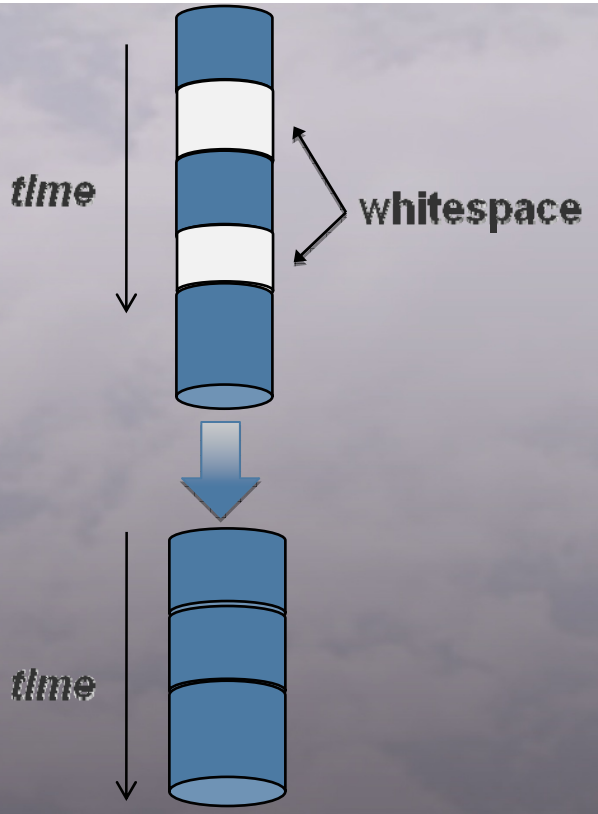
Surface Optimization

Optimization of surface traffic through maximal use and utilization of 40' containers will decrease costs while maintaining or increasing performance



Process Improvement

Distribution process improvement and deployment identifies opportunities to leverage improved business processes to remove distribution whitespace



Air Optimization

Substantial savings are attainable by increasing weight and cube utilization of high-volume channel flights while simultaneously using less-than-planeload services (e.g., CAT A) as "peak shavers"

DPO Strategic Opportunity Overview

(Based on current GWOT OPTEMPO)

		Velocity	Precision	Supply Chain Cost Savings	Programmed Investment [1](Years 1-3)
TRANSCOM Led	Process Improvement	10-15%	10- 15%	N/A	$4-6M
	Surface Optimization	0-5%	0-5%	$45-90M/yr	$7-10M
	Air Optimization	5-10%	5-10%	$50-210M/yr	$10-15M
DLA Led	Supply Alignment	5-10%	5-10%	$163-241M/yr	$3-6M+TBD [2]
	Strategic Network Optimization	5%	5%	$ 70-150M/yr	$3-5M
Estimated Benefit *by implementation year 3*		25-45%	25-45%	$328-691M/yr[3]	$27-42M +TBD

1 -- Does not include potential IT investments to automate optimizations or MILCON
2 – TBD relates to inventory source of inventory (DLA, service, or purchase)
3 – Excludes reduction in inventory from improved precision and reliability

A New Approach
(Commercial Implementation – Amazon.com)

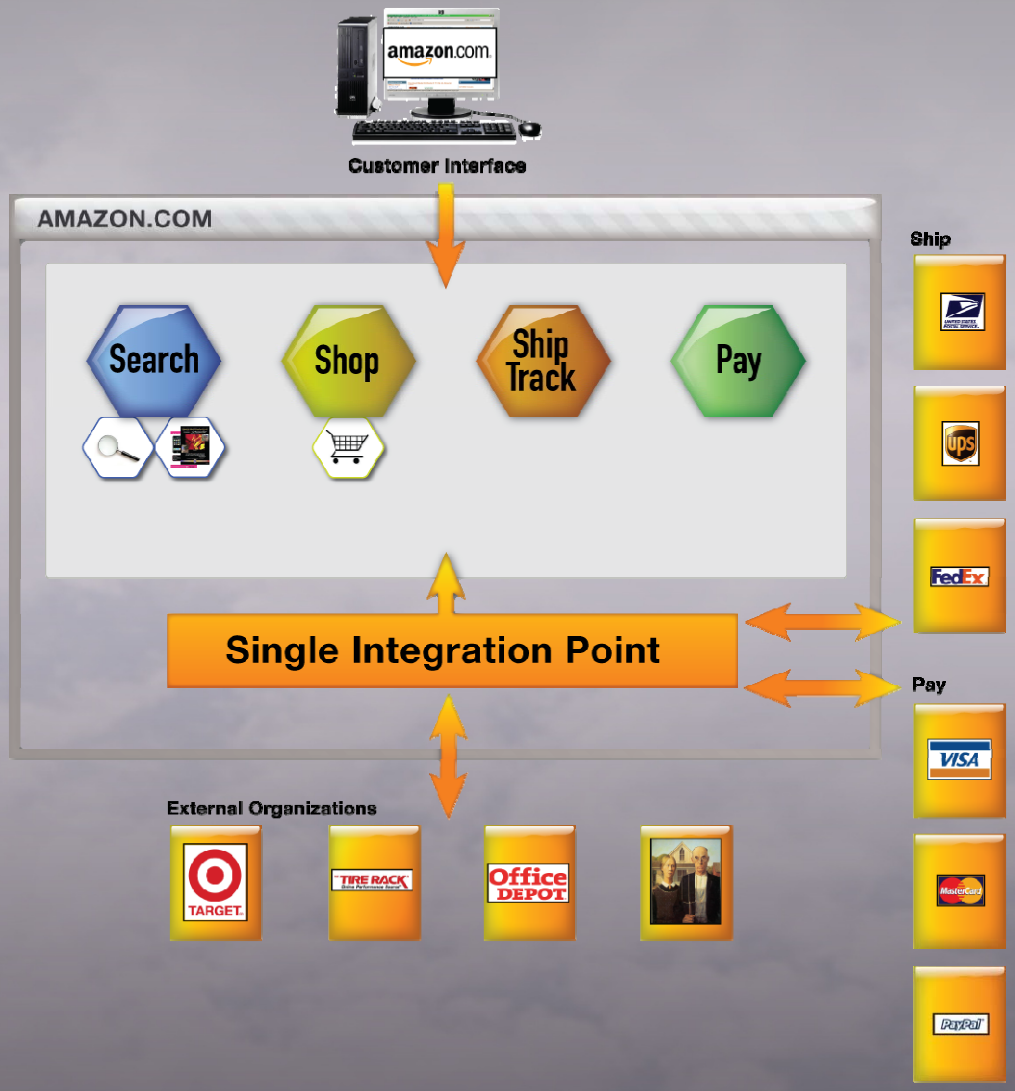
Amazon.com Approach

- Top-Down Commitment
- Amazon Centrally Orchestrated and Engineered
- Maximized Capability Reuse
- Incremental Capability Delivery

Amazon.com Features

Leading Online Retailer (2008)

- Prescribed Business Rules & Service Interfaces
- Decouples Customer Requirements from Amazon Corporate Services Requirements
- Offers a Variety of Vendor Services to free Resources to Manage their Business and not IT
- Enables Vendors to leverage Robust Data Store & Infrastructure Capabilities
- Permits Dynamic Scaling for Business Growth



DPO Implementation – Corporate Services Vision

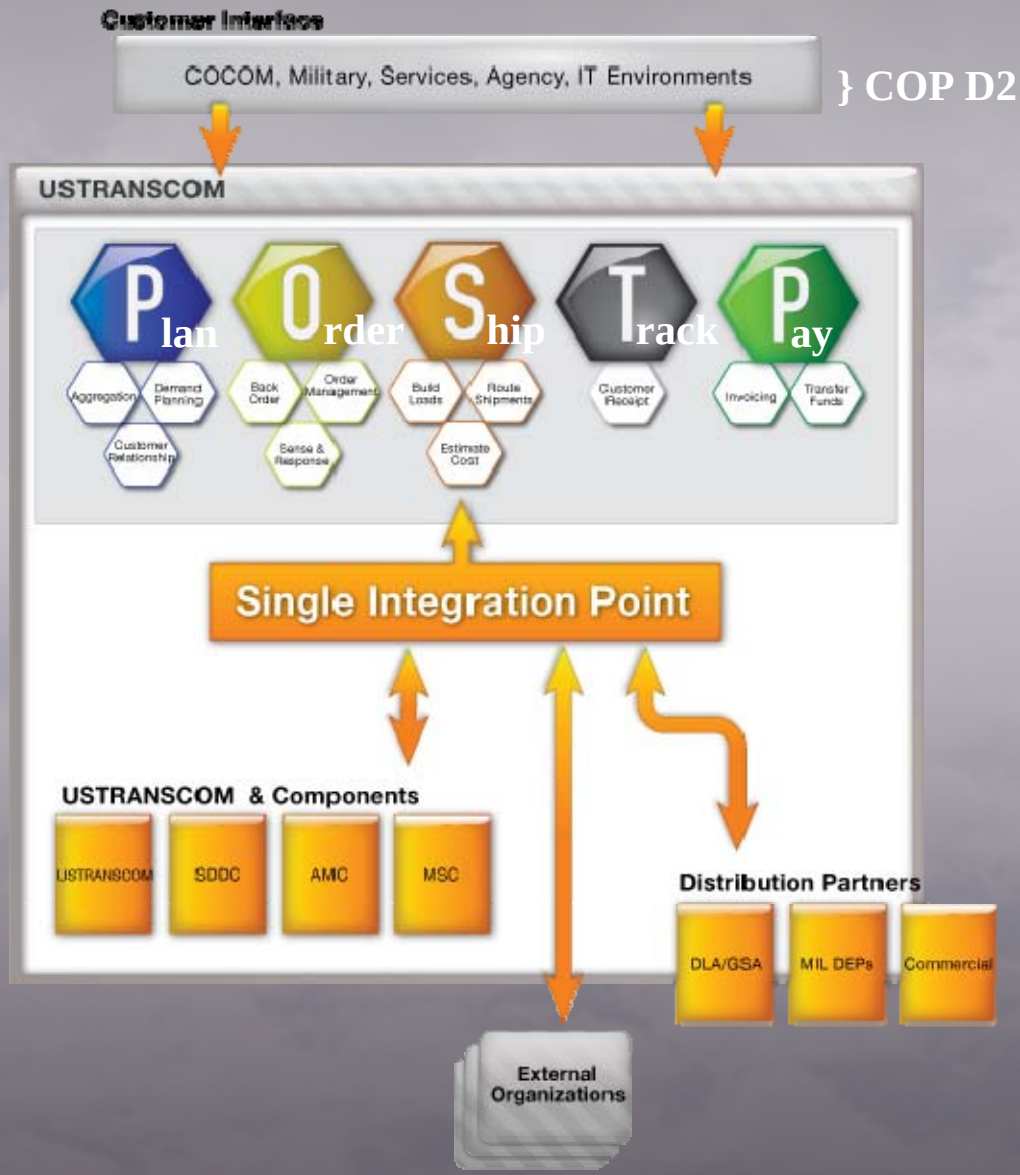
CSV Approach

- Top-Down Commitment
- Delivered Within Existing Resources
- Maximized Capability Reuse
- Incremental Capability Delivery
- Government Orchestrated and Engineered
- Distributed Construction
- Using All Acquisition Tools
- "Services" vice "Systems"

CSV Features

Standardized Mission Processes

- Standardized Mission and Data Services
- Allows Customers to Tailor MILDEP Specific Capabilities
- Standardized Interfaces and Vocabulary



USTRANSCOM Under Fire

2008

98% of USTRANSCOM's C2 on UNCLASS Systems

100+ Structured Attacks on USTRANSCOM

Over 375 Attacks

PAKGLOC Choke Points are Prime Targets

69 Aircraft Shot at

2 Hits – None Critical

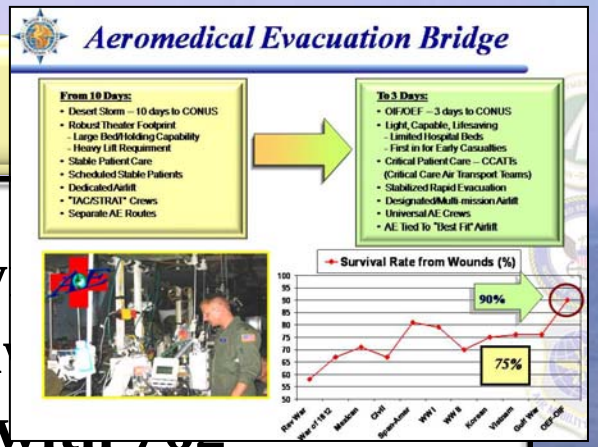
Piracy is a Growing World-Wide Threat

122 GOA Events – 42 Pirated

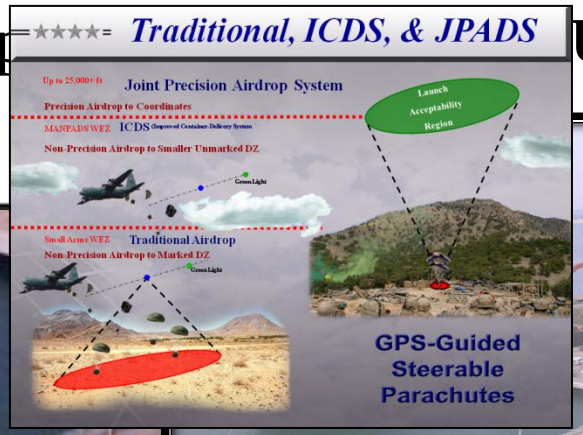
Defensive Systems & TTPs Critical to Combat Capability, Access, and Survival

ARCENT Theater Ammunition Resupply
Kuwait Naval Base

Recent Operations



Base in order to resupply theater stocks with 762 containers of Class V and to retrograde 151 containers from t… US via the … MV V…



ARCENT Theater Ammunition Resupply

Kuwait Naval Base

Contract Support
- **LOGCAP (KBR)**

Kuwaiti Government
- **Ministry of Defense**
- **Ministry of Interior**

US Army
- **1st Theater Sustainment Command**
- **311th Expeditionary Sustainment Command**
- **595th Transportation Terminal Group**
- **Area Support Group - Kuwait**

US Navy
- **Military Sealift Command - Kuwait**
- **Maritime Expeditionary Security Squadron (MSRON)**
- **Naval Expeditionary Logistics Support Group (NAVELSG)**
- **Naval Expeditionary Medical Force - Kuwait**

"World-class people performing logistical miracles."

ARCENT Theater Ammunition Resupply

Kuwait Naval Base

Mission Accomplished Safely in 69 Hours

LTC Martin John Garner
1186th Transportation Terminal Brigade
S-3 / Port Operations Officer

KNB-TSA Convo

NB

here…

Kuwait'

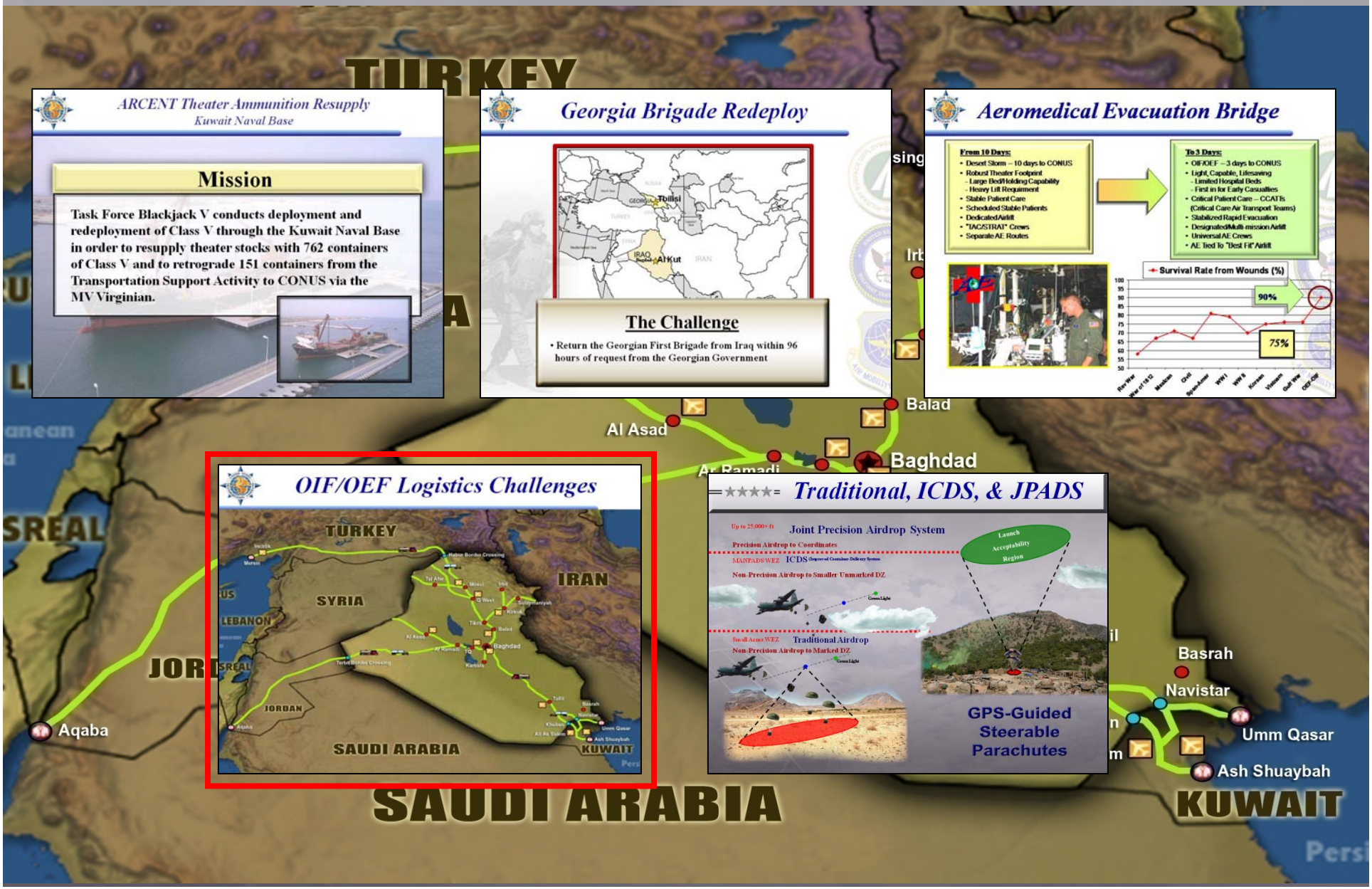
Ammo Bunker

to here..

e / Seaside Security

in 84 hours or less…

OIF/OEF Supply Routes



ARCENT Theater Ammunition Resupply
Kuwait Naval Base

Mission

Task Force Blackjack V conducts deployment and redeployment of Class V through the Kuwait Naval Base in order to resupply theater stocks with 762 containers of Class V and to retrograde 151 containers from the Transportation Support Activity to CONUS via the MV Virginian.

Georgia Brigade Redeploy

The Challenge

- Return the Georgian First Brigade from Iraq within 96 hours of request from the Georgian Government

Aeromedical Evacuation Bridge

From 10 Days:
- Desert Storm – 10 days to CONUS
- Robust Theater Footprint
  - Large Bed/Holding Capability
  - Heavy Lift Requirement
- Stable Patient Care
- Scheduled Stable Patients
- Dedicated Airlift
- "TAC/STRAT" Crews
- Separate AE Routes

To 3 Days:
- OIF/OEF – 3 days to CONUS
- Light, Capable, Lifesaving
  - Limited Hospital Beds
  - First in for Early Casualties
- Critical Patient Care – CCATTs (Critical Care Air Transport Teams)
- Stabilized Rapid Evacuation
- Designated/Multi-mission Airlift
- Universal AE Crews
- AE Tied To "Best Fit" Airlift

OIF/OEF Logistics Challenges

Traditional, ICDS, & JPADS

Afghanistan's
Logistics Challenges

Aral Sea
Caspian Sea
GEORGIA
ARMENIA
AZERBAIJAN
UZBEKISTAN
TURKMENISTAN
TAJIKISTAN
AFGHANISTAN
IRAQ
IRAN
KUWAIT
PAKISTAN
SAUDI ARABIA
Persian Gulf
INDIA

Pakistan Ground Lines of Communication

PAKGLOC Issues

BORDER DELAYS

WEATHER

ATTACKS IN THE FATA

LABOR ISSUES

THEFT & PILFERAGE

POLITICAL UNREST

EXPANDING MILITANCY

PAKMIL ROLE UNCERTAIN

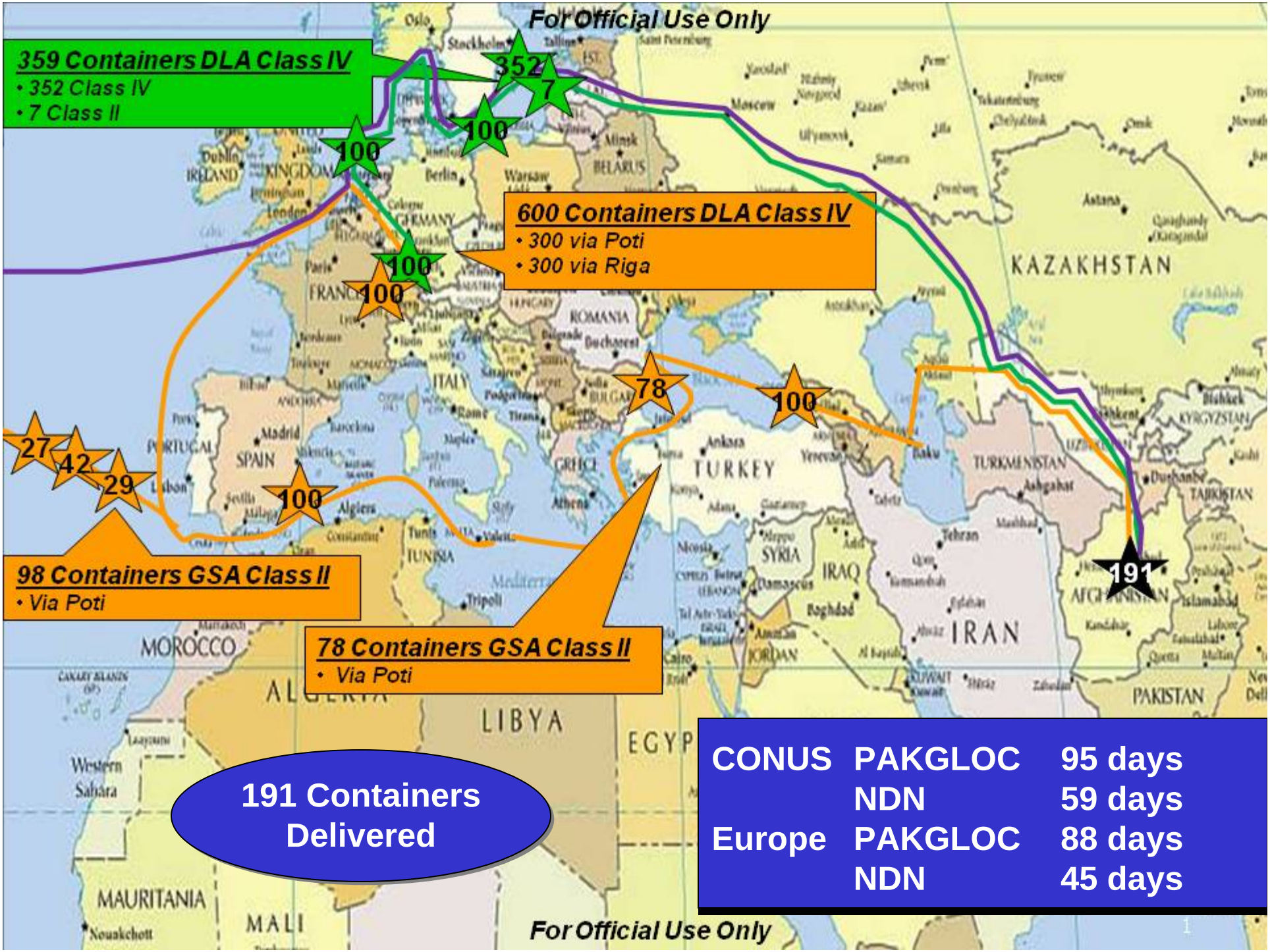
ECONOMIC ISSUES

VISIBILITY ISSUES

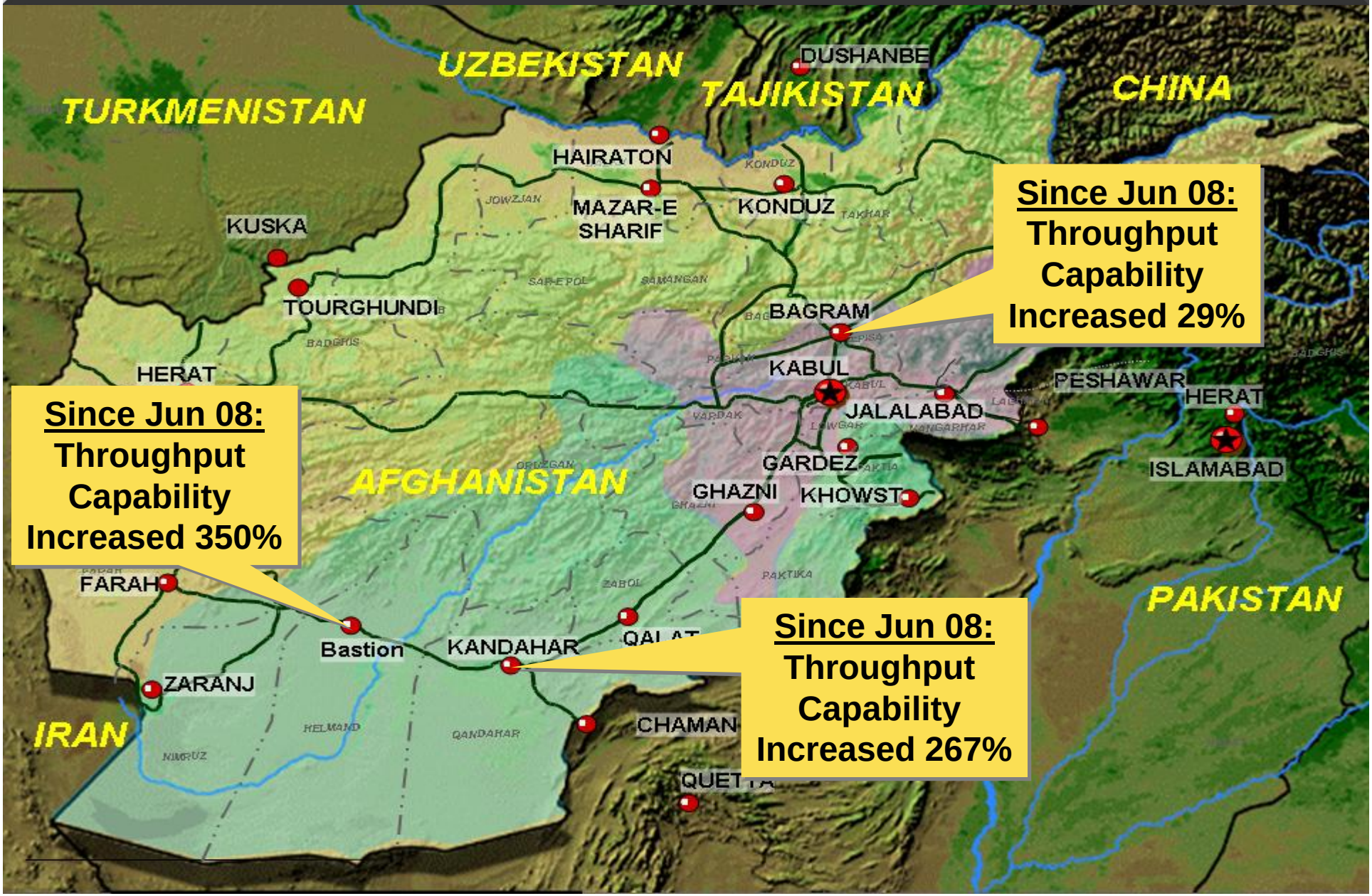
ROAD CONDITIONS

My Logisticians are a humorless lot…they know if my campaign fails, they are the first ones I will slay. - **Alexander the Great**

Northern Distribution Network


359 Containers DLA Class IV
• 352 Class IV
• 7 Class II
352
7
100
100
600 Containers DLA Class IV
• 300 via Poti
• 300 via Riga
100
100
78
100
27
42
29
100
98 Containers GSA Class II
• Via Poti
78 Containers GSA Class II
• Via Poti
191
191 Containers Delivered
CONUS PAKGLOC 95 days
NDN 59 days
Europe PAKGLOC 88 days
NDN 45 days
KAZAKHSTAN
TURKEY
IRAN
IRAQ
SYRIA
LIBYA
MOROCCO
MAURITANIA
MALI
PAKISTAN
SPAIN
ITALY
GREECE
ROMANIA
BELARUS
GERMANY
FRANCE
IRELAND
TURKMENISTAN
KYRGYZSTAN
TAJIKISTAN

Velocity Improvements ISO OEF Plus Up



Bottom Line – Support the Warfighter!

We move America's military might…make it happen…GIT-R-DONE!

Keeping Promises

A Promise Given…….will be a Promise Kept!

UNITED STATES SOUTHERN COMMAND

Logistics Influence + Soft Power

Col Steve Medeiros, USMC
Director of Logistics
Enterprise Support Directorate (J4)

07 April 09

Challenging Conditions

Poverty

Unequal wealth distribution

Social exclusion

Corruption

Weak Institutions

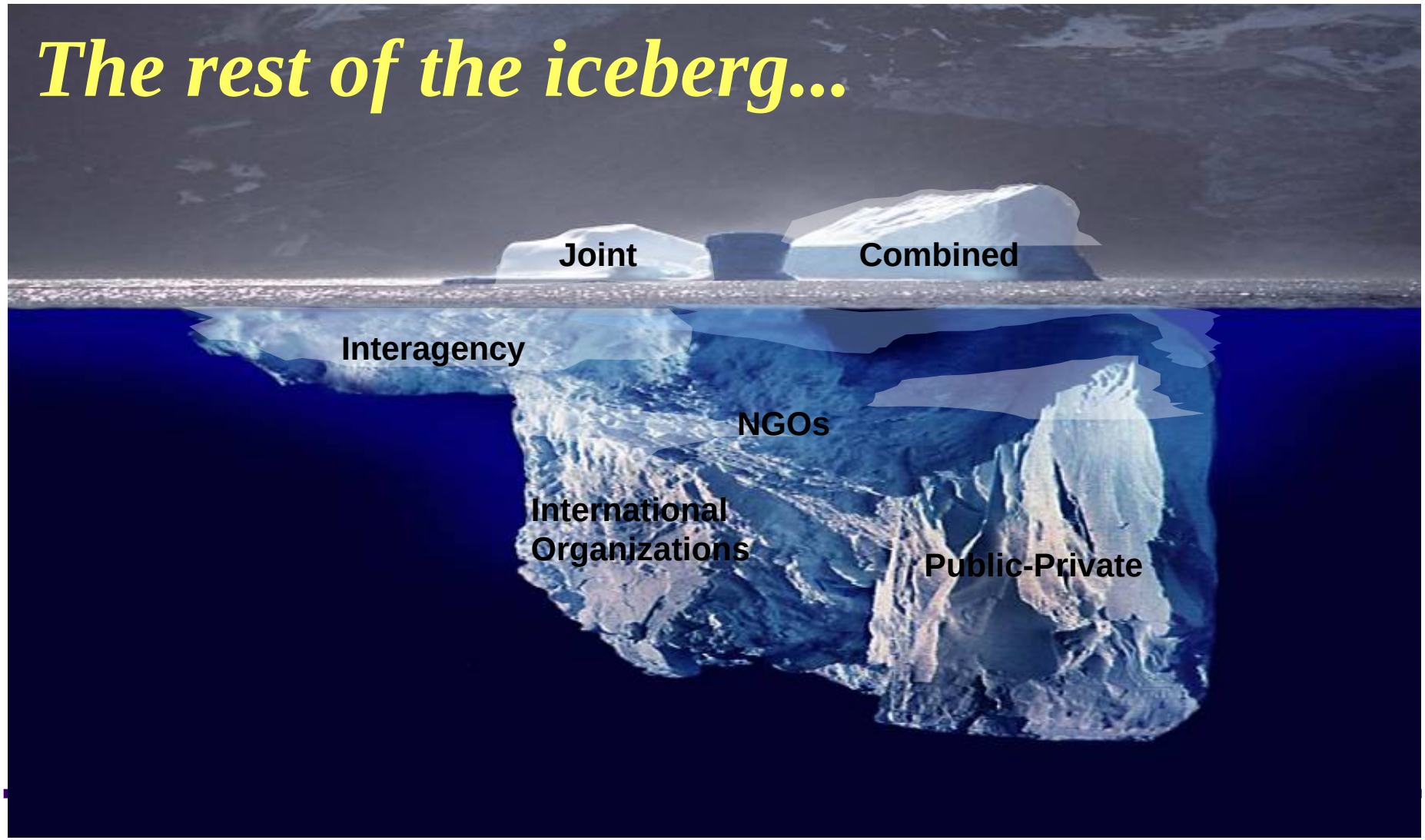
Security Challenges

- Narco-terrorism
- Crime/urban gangs
- Illicit trafficking
- Transnational terrorism
- Forgery/money laundering
- Mass migration
- Natural disasters

Transnational & Adaptive Threats

Regional challenges require cooperative solutions

Partnering Vision



SOUTHCOM Logistics Integration

JIATF - S

Advantages:
- Integration Catalyst
- Logistics "belly button"
- Unity of Effort

Challenges:
- Unity of Command
- Lack of Authorities
  - Rules, tools, processes

Miami Int'l Airport

Advantages:
- Gateway to South America
  - 3PL/PVO/NGO hub
  - HA/DR relief hub

Challenges:
- Authorities for NGO/PVO Cargo on DoD Platforms

USNS Comfort

Advantages:
- Stratcomm platform for USG goodwill and partnership
- Ashore and Afloat
  - 14 ports in 120 days

Challenges:
- Cyclical presence
- Not a 911 call.

Logistics – The Decisive Operation

Wins the hearts and minds of the disenfranchised

Builds infrastructure

Promotes good will and partnership, and marginalizes negative adversary media

Deters recruitment for terrorists

Promotes a culture of life instead of death

The rising tide is Non-Kinetic

We need Interagency, International, Private-Public Solutions

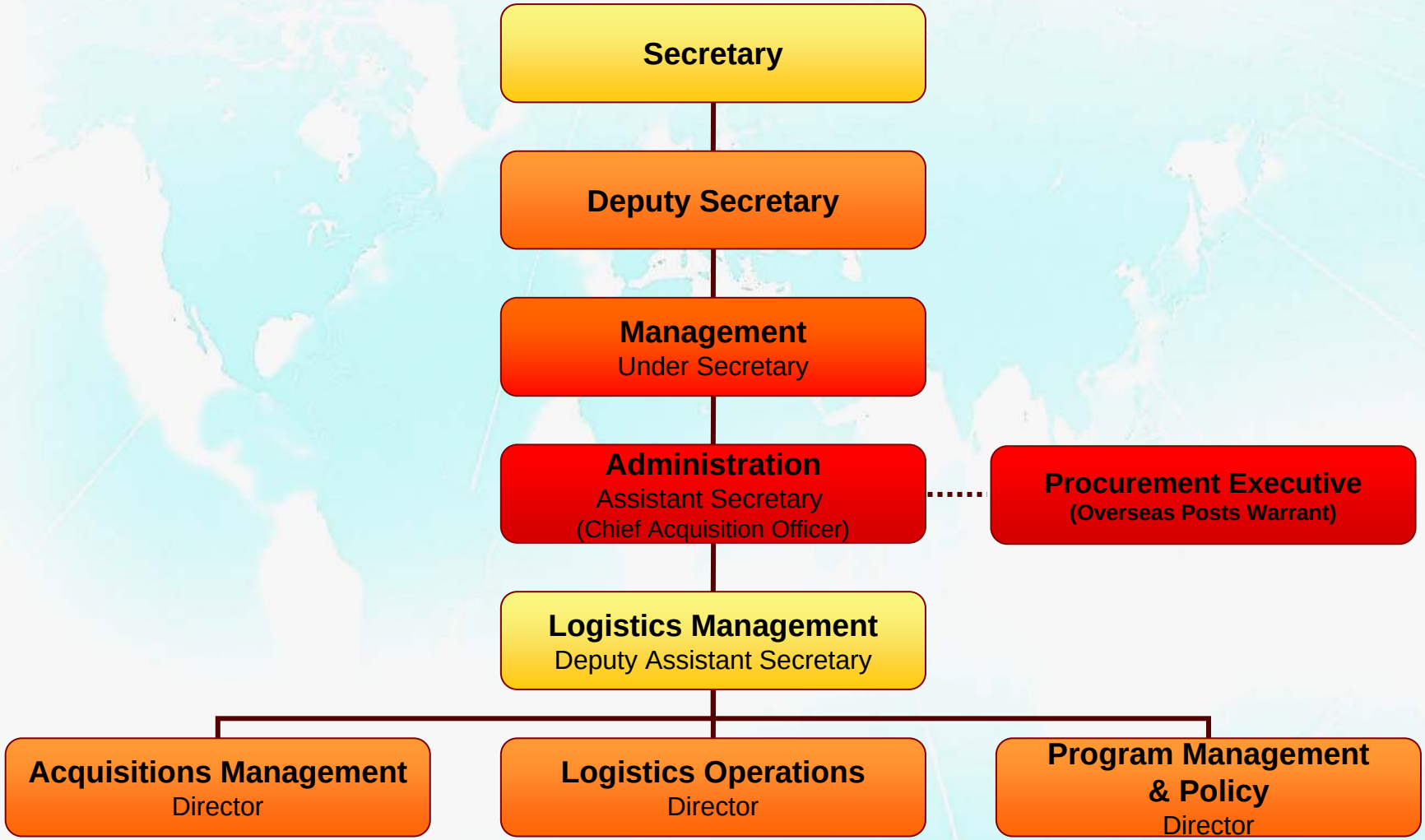
Innovation… NOT a One-way Street!

CONTINGENCY CONTRACTING AT THE DEPARTMENT OF STATE

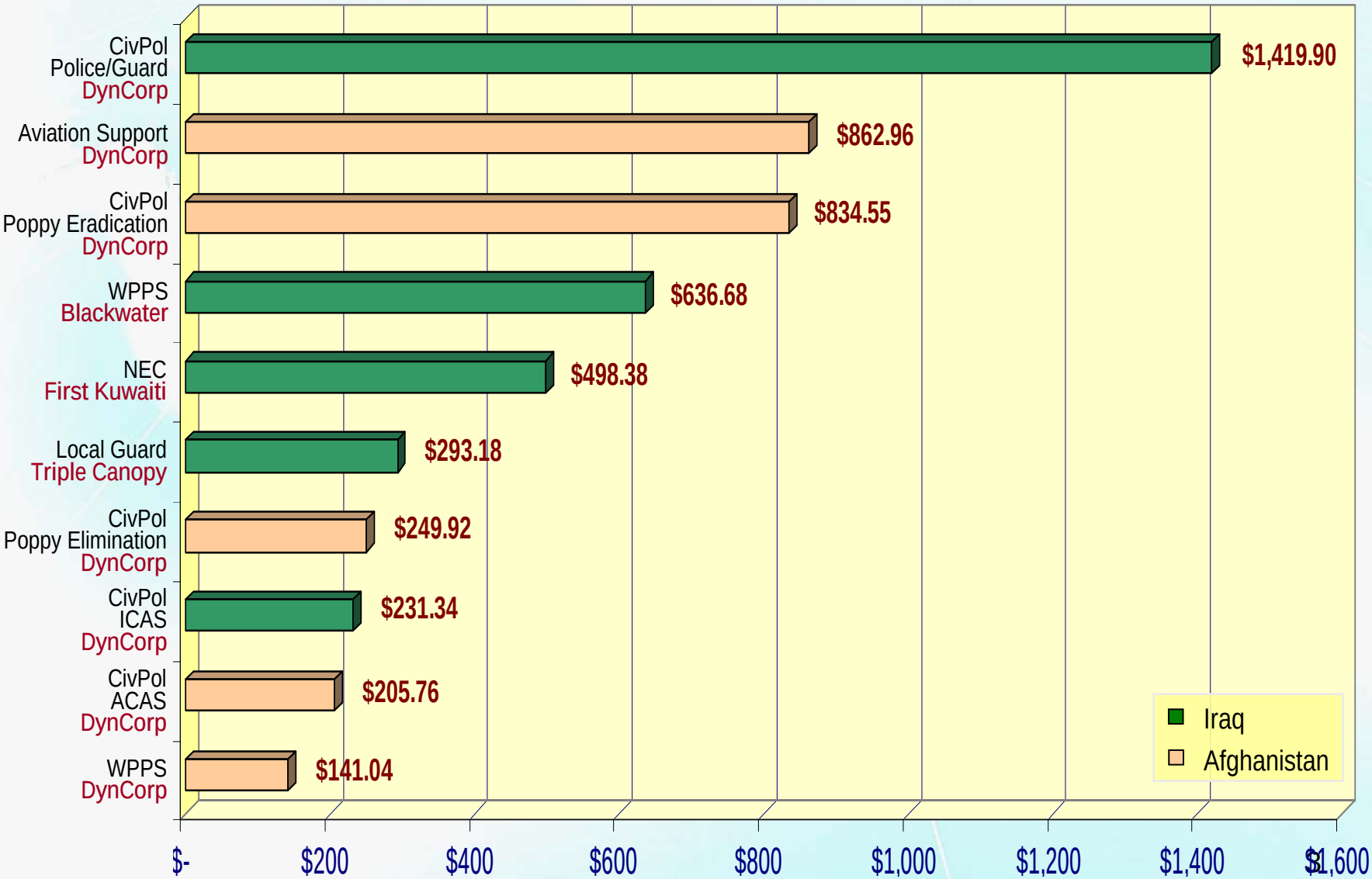
Presented by

William Moser
Deputy Assistant Secretary of State
Logistics Management
U.S. Department of State
703-875-6956

ORGANIZATION



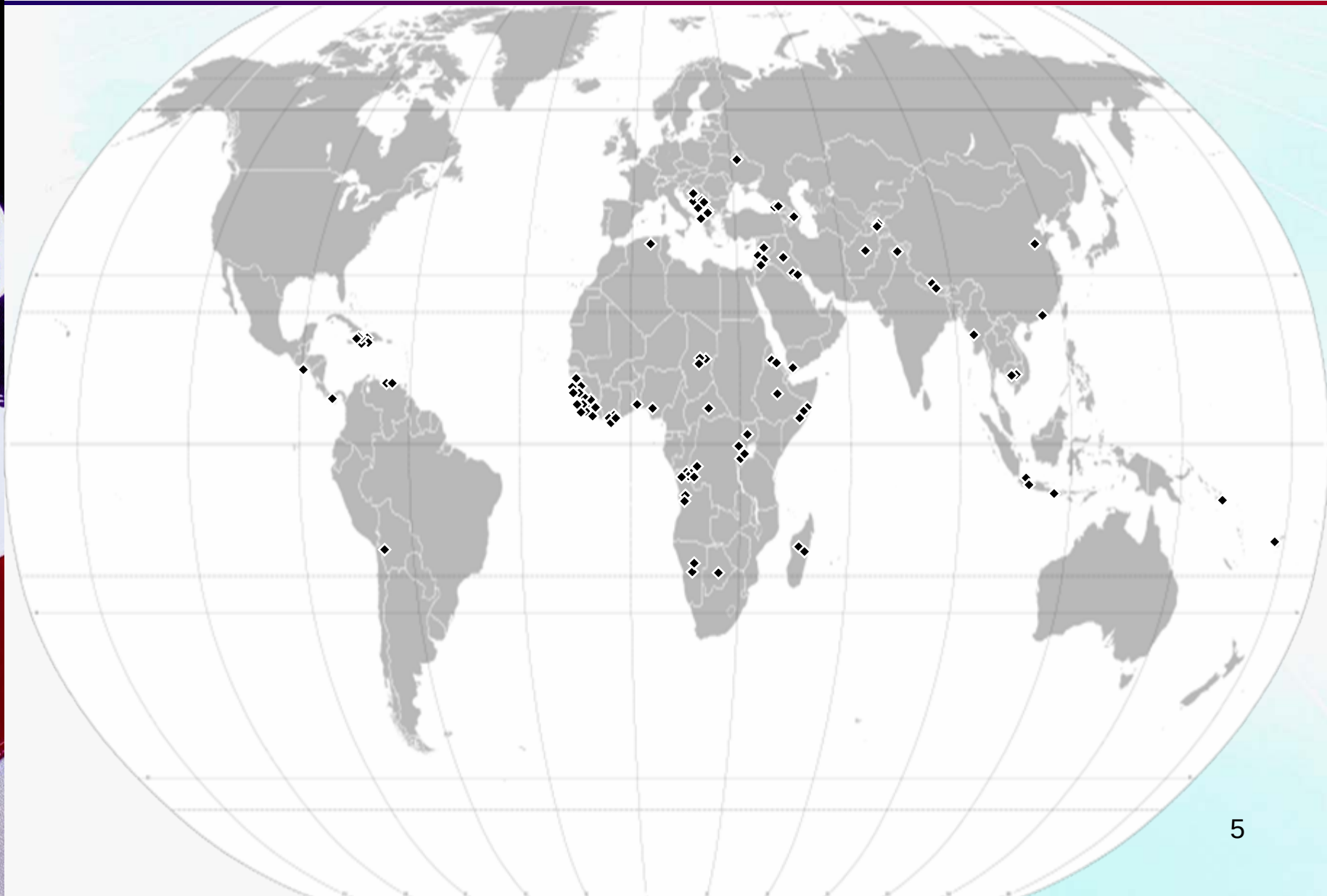
TOP TEN for IRAQ & AFGHANISTAN*



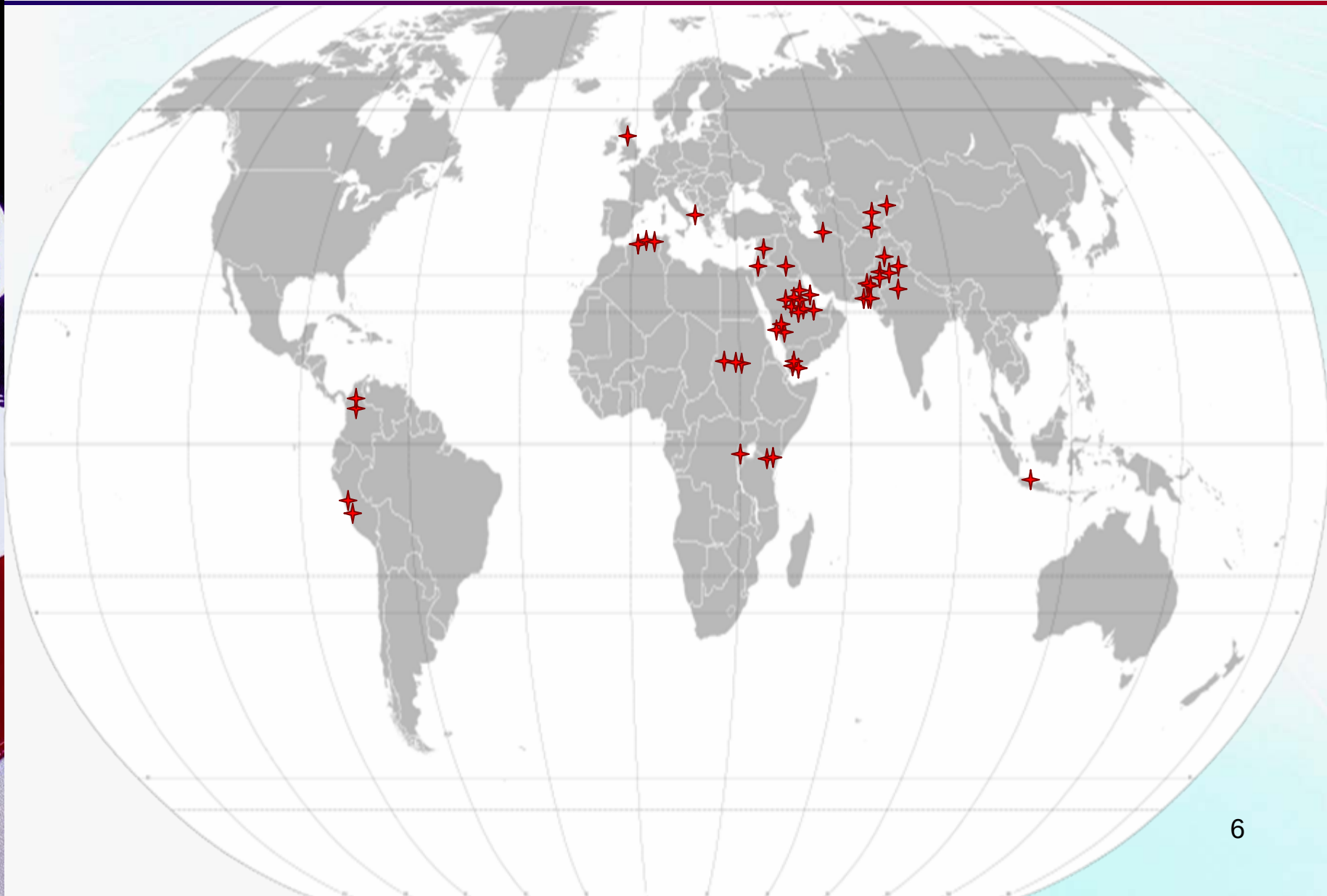
** Through 9/30/08*

CONTINGENCY CONTRACTING
Natural Disasters

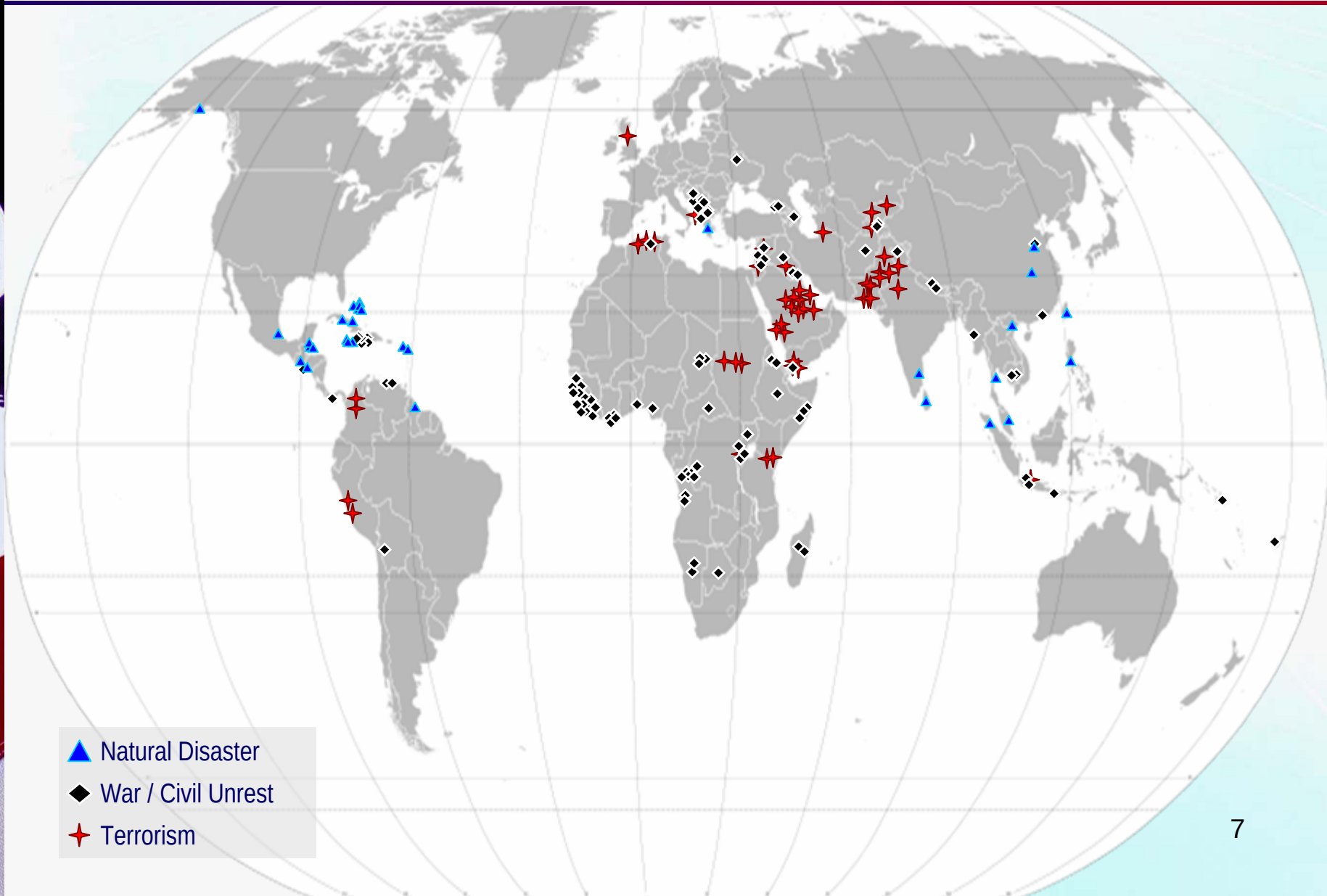
CONTINGENCY CONTRACTING
War/Civil Unrest



CONTINGENCY CONTRACTING
Terrorism



CONTINGENCY CONTRACTING



Contract Support in Contingency Operations

Mr. Gary Motsek
OSD/AT&L ADUSD
(Program Support)
8 April 09

Today's Environment: Setting the Stage

- There has been an ever increasing reliance on contractors in the support of the military across the range of operations.
- Post Cold War environment changed the "ratio"
  - Shift to an all volunteer force
  - Force Cap Restrictions (reduction of military forces, but limited reduction of "combat forces")
  - Increasingly sophisticated technology; performance based logistics
  - Many service and support functions being outsourced to contractors as a result of Office of Management and Budget (OMB) Circular A-76
  - Expectation of life-cycle monetary savings

DoD Contractor Personnel in the USCENTCOM AOR (4th Qtr FY 08)

	Total Contractors	U.S. Citizens	Third Country Nationals	Local/Host Country Nationals
Iraq Only	163,446	28,045	72,109	63,292
Afghanistan Only	68,252	5,405	4,38[illegible]	58,466
Other USCENTCOM Locations	34,980	7,440	24,150	3,390
USCENTCOM AOR	266,678	40,890	100,640	125,148

Contractors currently make up ~50% of total force in CENTCOM AOR

We expect similar dependence on contractors in future contingency operations

We Did These Things Well

- ✓ Quick reaction to place contractor resources where needed to meet emerging requirements
- ✓ Private companies responded quickly to requirements
- ✓ Contractors ready, willing and able to work wherever

National Defense Strategy (June 2008):

The Department's greatest asset is the people who dedicate themselves to the mission. The Total Force distributes and balances skills across each of its constituent elements: The active Component, the civilian workforce, and the private sector and contractor base.

Contractors are a force multiplier

…But…

- Requirements definition & up front planning
- Coordination
- Communications
- Procedures / Oversight
- Personnel tracking
- Legal accountability
- Quality control
- Competition among services
- Varying standards of support

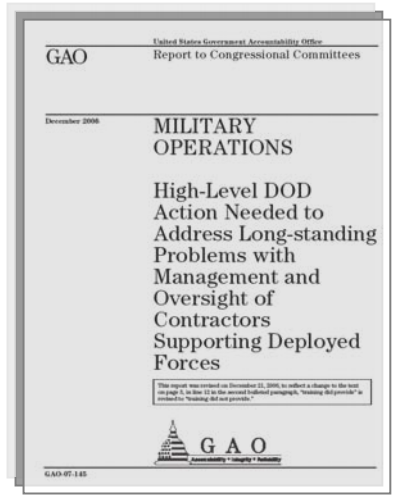
In Terms of Contractors, We Planned for This….

…This Showed Up

Requirement for Change

Driven by:

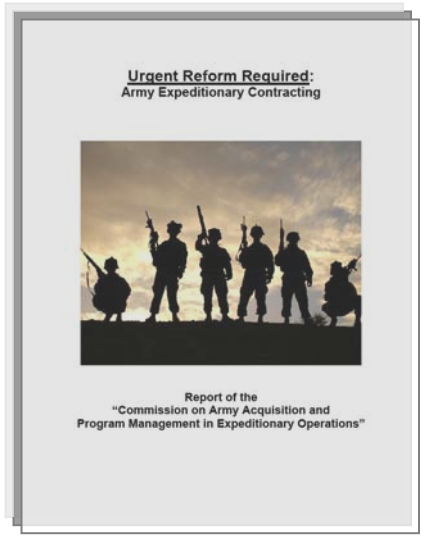
- AOR lessons learned
- Audits and studies (GAO, SIGIR)
- 2007 Gansler Commission Report
- National Defense Authorization Acts from FY07, 08 & 09
- Emerging legislation driving increased oversight
- Restrictions on Inherently Governmental Functions



Contractor Fraud Unchecked In Iraq

IG Faults Oversight Of Security Contractors

Retired Army Major Pleads Guilty in Bribery Scheme Involving Department of Defense Contracts in Kuwait



In Process:

-- Commission on Wartime Contracting in Iraq and Afghanistan

-- CJCS Dependence on Contractors Task Force

Back Ups

OCS Strategic Goals

Organization

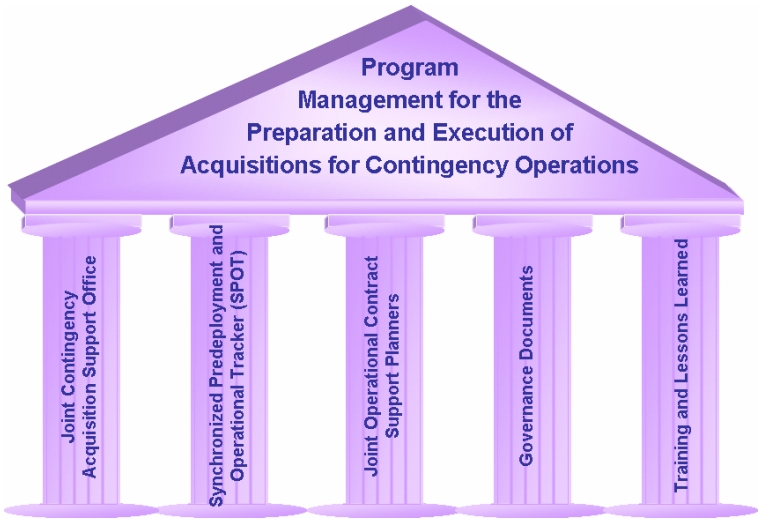
Develop comprehensive solutions to integrate OCS and eliminate redundancies (Joint Contingency Acquisition Support Office)

Accountability and Visibility

100% visibility and accountability of contractors in designated contingency operations

Integrated Planning

Institutionalize OCS planning across all OPLANS & CONPLANS



Policy & Doctrine

Total integration of DoD and interagency contract support policy

Personnel & Training

Senior non-contracting officers trained and familiarized in OCS prior to deployment

OCS Concept of Operations (CONOPS)

Capabilities based analysis to drive future solutions (JCIDS)

Legislative Requirements

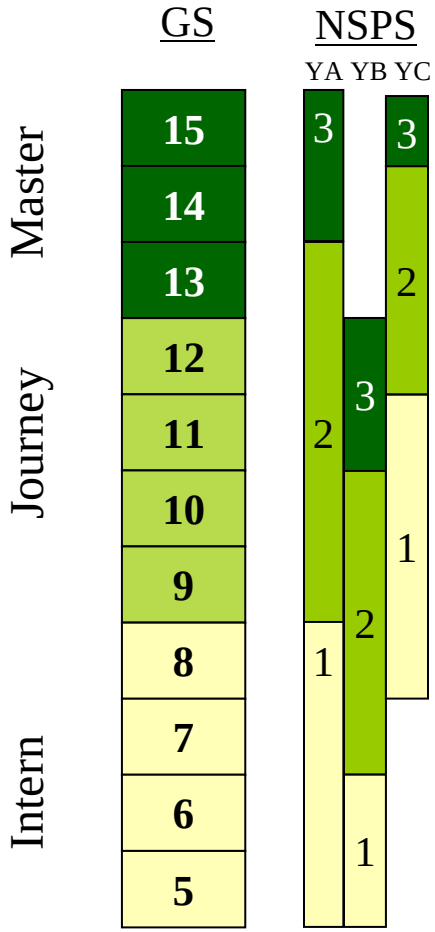
- **Section 854 of the FY 2007 NDAA requires:**
  - ✓ a preplanned organizational approach to program management during combat operations, post-conflict operations, and contingency operations that is designed to ensure that the DoD is prepared to conduct such program management; and
  - ✓ the identification of a deployable cadre of experts, with the appropriate tools and authority, led by a senior commissioned officer or member of the Senior Executive Service.

The ADUSD (PS) is the Program Manager for Operational Contract Support

- **Section 862 of the FY 2008 NDAA requires:**
  - ✓ SECDEF, in coordination with SECSTATE, to prescribe regulations on selection, training, and conduct of PSC personnel
  - ✓ DoD Instruction on PSCs being prepared for publication will address this requirement.
  - ✓ DoD-DoS MOA on PSC operations currently implemented in Iraq.
- **Section 861 of the FY 2008 NDAA requires:**
  - ✓ DoD, DoS and USAID to use a common database to track specific information about contracts and contractors supporting contingency operations.
  - ✓ SPOT identified as the common database through an MOU signed July 2008.
- **Section 1248 of the FY 2008 NDAA** is aimed at gaining access to information that can be used to verify employment of Iraqi nationals by the United States Government, that could be used in the processing for Iraqi refugees.

Logistics
COMMAND
LOGISTICS SOLUTIONS FOR THE WARFIGHTER

Leadership Development Track

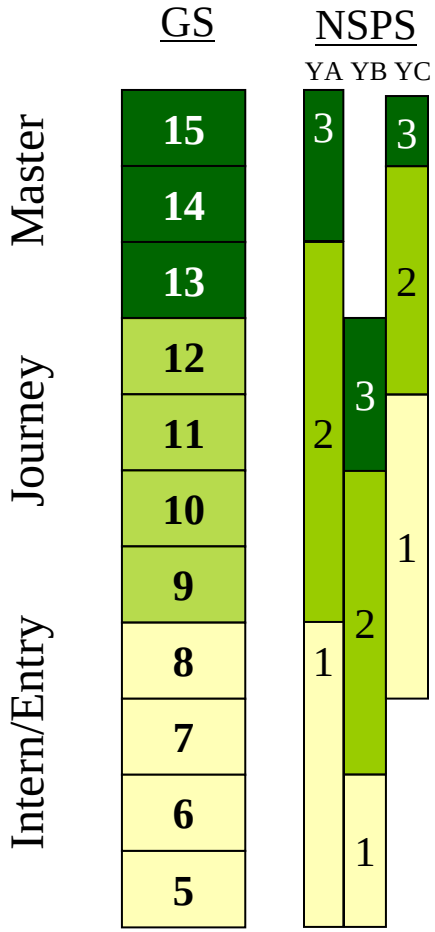


30 Day "External" Rotational Assignment
CLD Phase III & Phase IV
Defense Leadership & Management Program, LEGIS/Congressional Fellowship Program, EPP, ICAF, FEI, National Security Management Course, Seminar XXI
Graduate/higher degree in related field

30 Day "External" Rotational Assignment
CLD Phase II & Phase III
Presidential Management Fellows, DoD ELDP, USDA ELP
Undergraduate/Graduate degree in related field

30 Day "Internal" Rotational Assignment
CLD Phase I
Aspiring Leader Program, New Leader Program
Undergraduate degree in related field

Logistics Workforce (2010/0346)



Graduate/higher degree in technical, scientific, or managerial field
Enterprise Life Cycle Logistics Management
CLD Phase III & IV

Undergraduate/Graduate degree in technical, scientific. or managerial field
Intermediate Acquisition Logistics, (Part A & B); Performance Based Logistics, Part A & B); Configuration Management; Provisioning
CLD Phase II & III

High School diploma/Undergraduate degree in related field
Acq Logistics Fundamentals; Systems Sustainment Management Fundamentqals; Performance Based Logistics Fundamentals
Defense Inventory Management
CLD Phase I

National Defense University

Center for Joint and Strategic Logistics Excellence

Industrial College of the Armed Forces

Educating Future Logisticians

Logistics Definitions

- CSCMP
- Ballou, Glaskowsky, Lambert, etc
- DOD
  - The science of planning and carrying out the movement and maintenance of forces. In its most comprehensive sense, those aspects of military operations that deal with:
  - a. design and development, acquisition, storage, movement, distribution, maintenance, evacuation, and disposition of materiel;
  - b. movement, evacuation, and hospitalization of personnel;
  - c. acquisition or construction, maintenance, operation, and disposition of facilities; and
  - d. acquisition or furnishing of services.

Education and Training

Performance

Graduate:

- PhD
- MBA
- MS
- MA
- JD

Executive Education:

- Specialized
- General-Executive
- SCM
- Logistics

Training:

- Specialized
- SCM
- Logistics
- Forecasting
- Requirements
- Contracts
- ERP
- ETC.

Undergraduate:

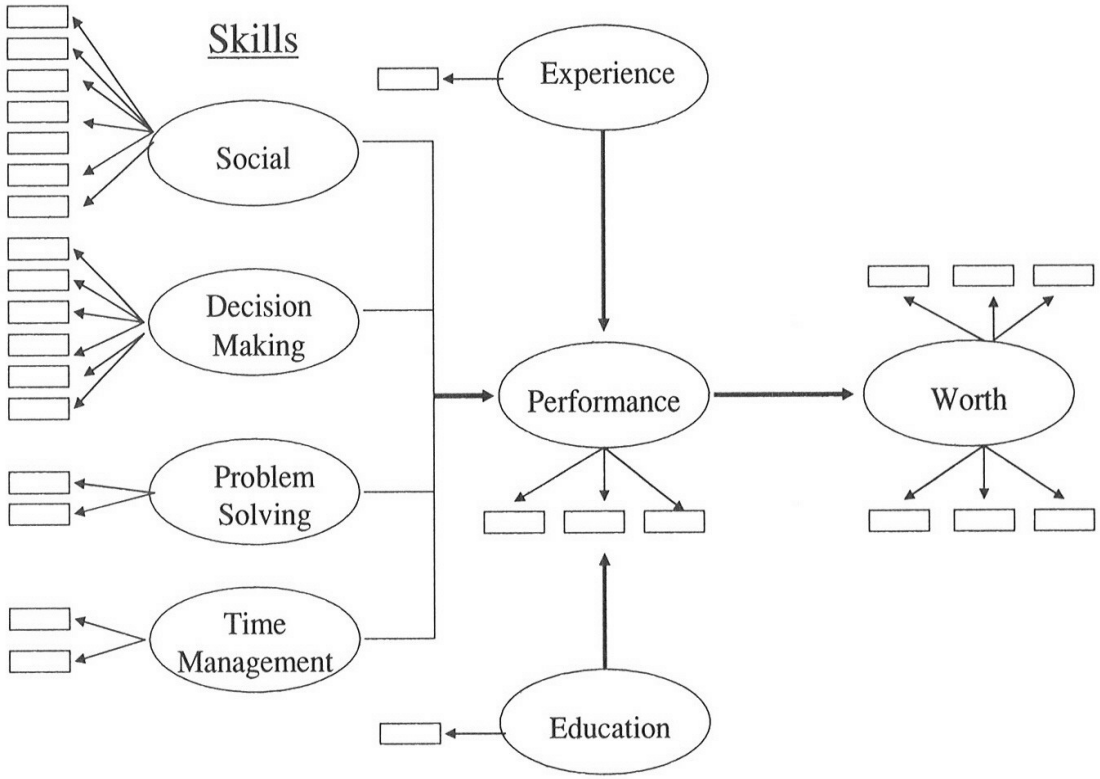
- Engineering
- Business
- Math
- Computer Science
- Others

Non-degree

People Needs—Our Needs

FIGURE 1

HUMAN CAPITAL IN LOGISTICS



Future Needs

--Logistics expert

--OK with uncertainty

--Global perspective

--Decisions with minimal info

Journal of Business, Vol 25, No. 1, 2004—Myers, Griffith, Daugherty, Lusch

Logistics Education

- **CENTER FOR JOINT AND STRATEGIC LOGISTICS NDU**
  - **Vision—create premier education center with ability to provide analysis to improve joint and strategic logistics education, expertise, and competence throughout the Defense, interagency, and multinational communities**
  - **Mission—develop leaders who understand and employ the "force multiplying effect" of joint and strategic logistics. Center attributes:**
    - SCM Oriented—Insightful—Unbiased--Dispassionate/Analytical
- ICAF Supply Chain Management Concentration Program

The Industrial College of the Armed Forces

Mission…..to prepare selected military and civilians for strategic leadership and success in developing our national security strategy and in evaluating, marshalling, and managing resources in the execution of that strategy.

Educating Future Logisticians

Industry Fellows AY 08-09

- **BAE Systems**
- Battelle
- Boeing
- CSC (Computer Sciences Corporation)
- EADS
- Harris Corporation
- IBM
- KPMG
- L-3 Communications
- LMI (Logistics Management Institute)

Future

- **Future Needs**
- **--Logistics expert**
- **--OK with uncertainty**
- **--Global perspective**
- **--Decisions with minimal info**

Simple EOQ w/Variable Lead Times

- Average lead time, *AVGL*
- Standard deviation, *STDL*.
- *Reorder Level, R:*

$$R = AVG \times AVGL + z\sqrt{AVGL \times STD^2 + AVG^2 \times STDL^2}$$

$$\textit{Amount of safety stock} = z\sqrt{AVGL \times STD^2 + AVG^2 \times STDL^2}$$

$$\textit{Order Quantity} = Q = \sqrt{\frac{2K \times AVG}{h}}$$

Operationalizing Information Technologies: Impact on People, Processes and Readiness ~ TRENDS

➢ Operationalizing Back-Office Solutions

- Alignment to Operational Requirements

➢ Strategic Shift Toward Sustainment Operations

- Organization And Structure
- Design For Sustainment

➢ Movement Away From Applications And Toward An Integrated Business Process Platform

- Strategy ~ Execution ~ Decision Support ~ Accountability

➢ Enterprise Decision Support And Authority At The Information Worker Level

- Monitor, Manage, Report And Execute In The Same System

➢ Partnerships

- Focus On Core Capabilities
- Public/Private
- Increased Involvement Of Partners And Sub-contractors

➢ Extended Supply Chain

- Customer To Sub-tier Supplier

NDIA Logistics Conference
Challenges in an Evolving National Security Environment

April 2009

Internal Coast Guard Use Only

Operational Logistics Challenges in and Evolving National Security Environment

- **Re-emergence of old threats:**
  - Drug interdiction
  - Piracy
  - Pollution response
  - Alien Migration Interdiction Operations
- **Global Financial Markets:**
  - Marine Safety and Aids to Navigation (ATON) roles are key to maritime commerce
  - Deepwater Acquisition Strategy – Need to recapitalize aging assets
- **Arctic Operations:**
  - Search and Rescue
  - Logistics support of deployed resources (lack of DOD infrastructure)
  - Ice breaker fleet

Internal Coast Guard Use Only

Operational Logistics Challenges in and Evolving National Security Environment

- **Operational shift from Iraq to Afghanistan:**
  - Coast Guard involvement expected to diminish
  - 6 - 110' cutters will currently in theater
  - Port Security Units (PSU) currently in theater
- **Global strategic threats versus tactical threats:**
  - Maritime security will increase, requiring additional small boats, helicopters and weapons.
  - Maritime Domain Awareness (MDA) will require “pushing out the borders” (i.e. earlier detection, further offshore)
  - Increased requirements for container inspections

Internal Coast Guard Use Only

The Way Ahead

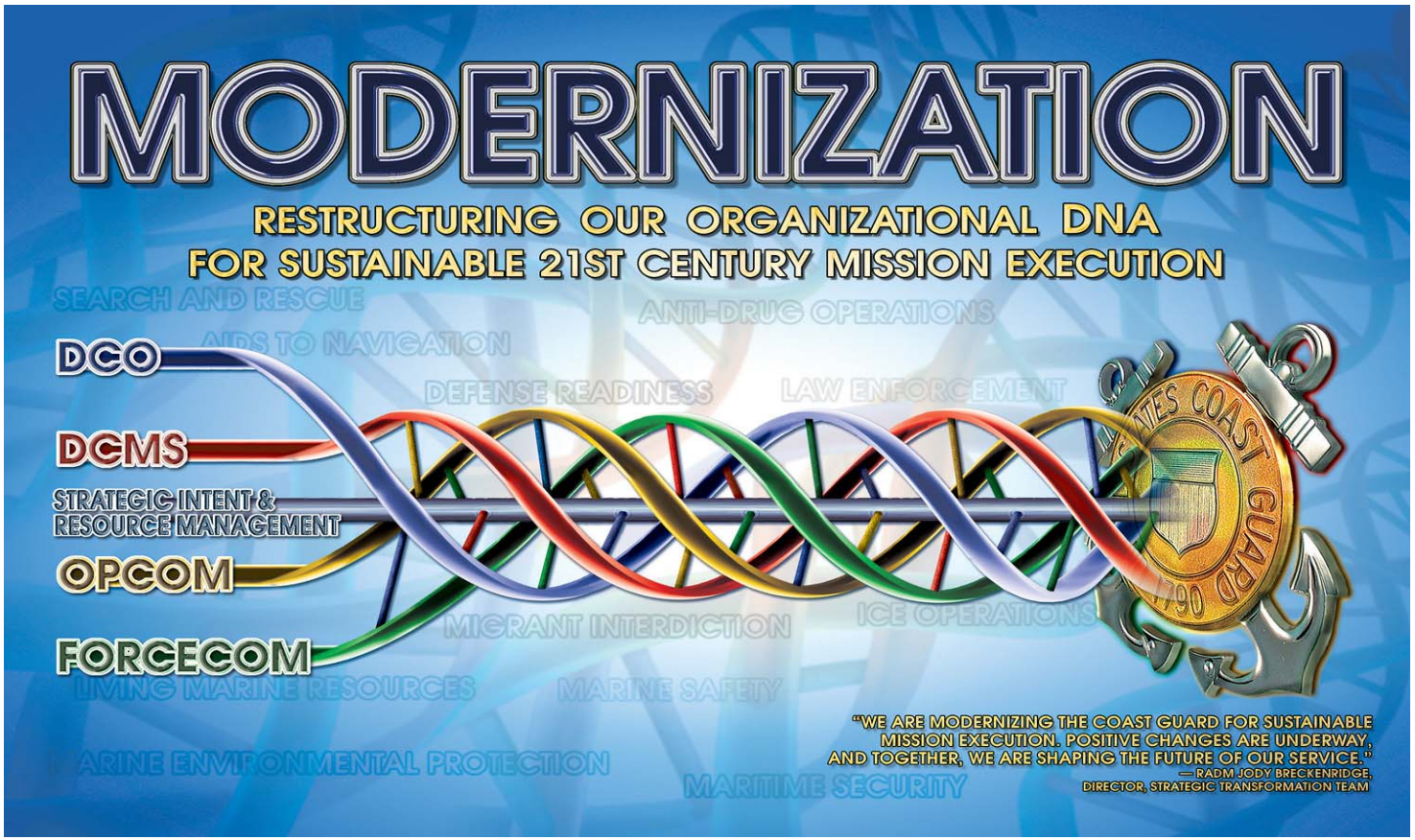
- **Acquisition Strategy- Recapitalizing:**
  - NSC
  - C-130
  - Patrol Boats
  - C4ISR
  - Infrastructure

- Bridging Strategy for Sustaining Aging Assets:
  - Maximize service life expectancy
  - Reengineer H-65s

- Dramatic Organizational and Business Process Transformation

Internal Coast Guard Use Only

NDIA Logistics Conference Homeland Defense: People, Processes and Technology in Crisis Response



April 2009

Internal Coast Guard Use Only

What Exactly is the Coast Guard Modernization?

Enhancing the Way The Coast Guard Does Business

The Coast Guard Modernization will:

- Make our support systems *more responsive* to our operators.
- Make our force structure *more responsive* to mission execution.
- Make our Coast Guard *more responsive* to our Nation.

By:

- Unifying overall operational command and control.
- Standardizing doctrine and training, including tactics, techniques and procedures.
- Enhancing and unifying mission support systems.
- Uniting the CG Training System.
- Improving operational decision making aligned with support delivery.
- Incorporating life-cycle management into acquisitions.
- Bolstering Coast Guard/maritime stakeholder relations.
- Providing stronger focus on the needs of the workforce.
- Ultimately positioning the Coast Guard for long-term successful mission execution.

Our Goal: To make a better Coast Guard

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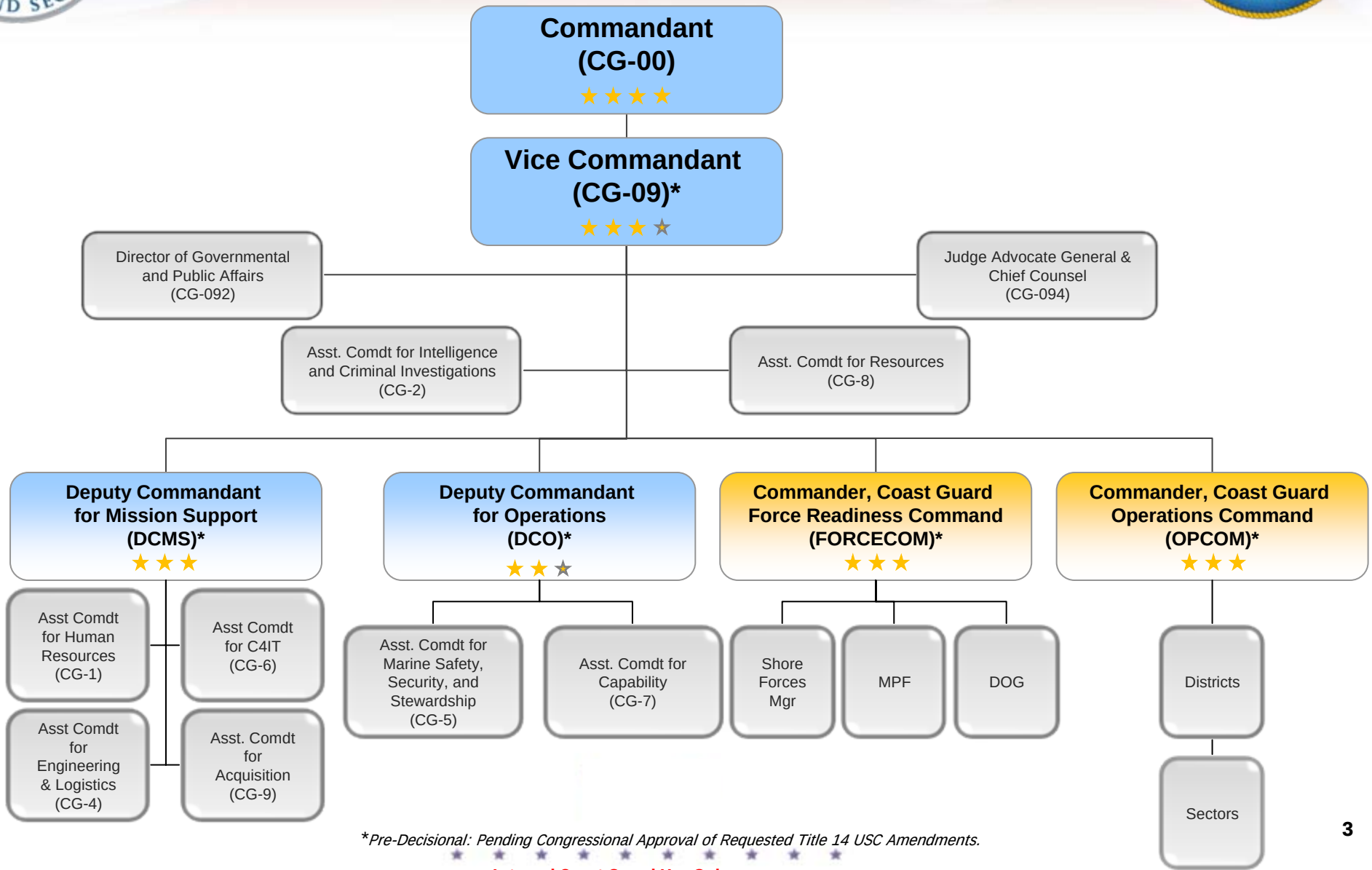
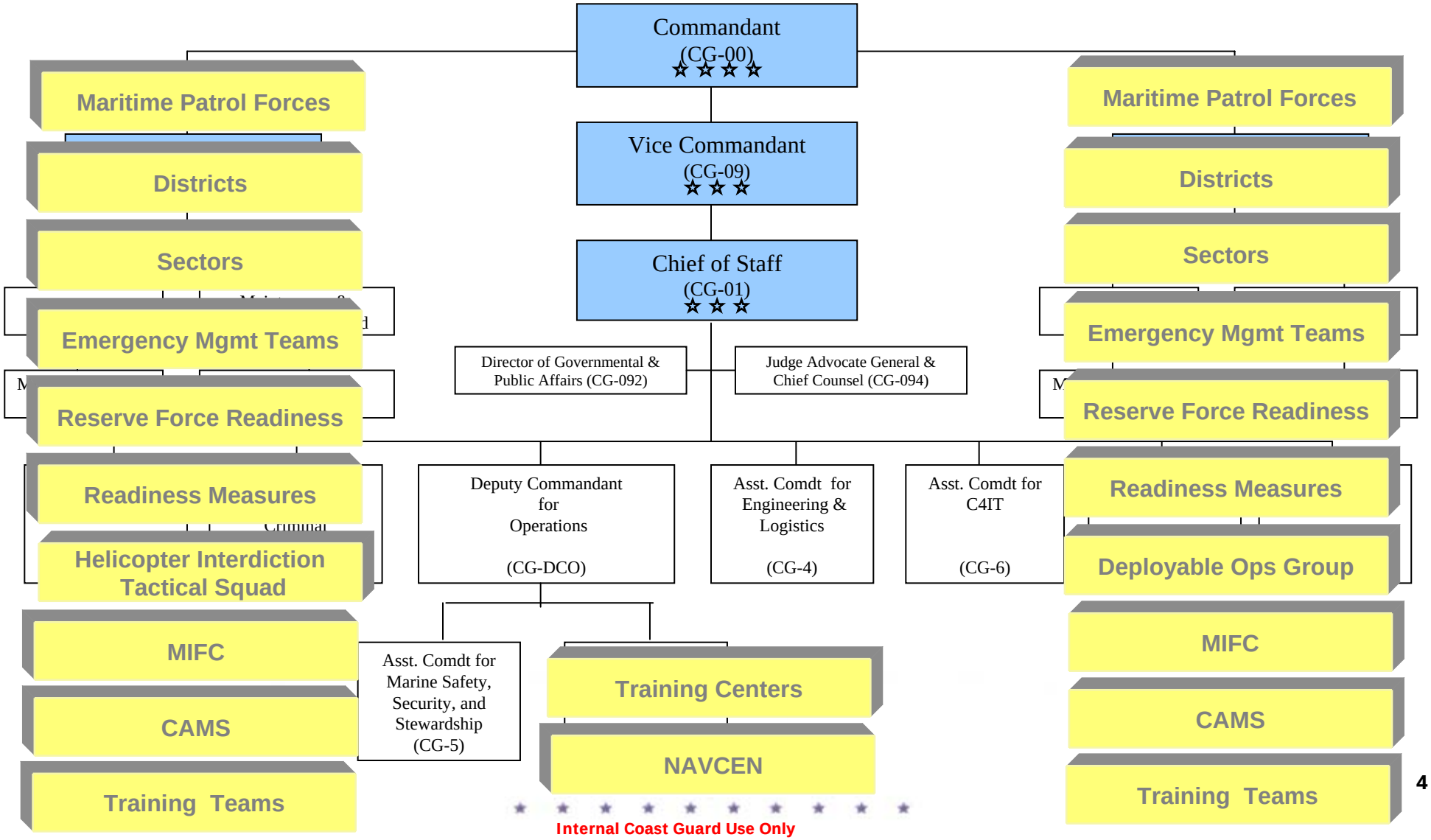
Envisioned Coast Guard Organization After Modernization



**Pre-Decisional: Pending Congressional Approval of Requested Title 14 USC Amendments.*

Internal Coast Guard Use Only

Alignment: FORCECOM and OPCOM



Internal Coast Guard Use Only

Alignment: FORCECOM and OPCOM

Commander, Coast Guard Operations Command (OPCOM)

- Maritime Patrol Forces
- Districts
- Sectors
- Emergency Mgmt Teams
- Reserve Force Readiness
- Readiness Measures
- Helicopter Interdiction Tactical Squad
- MIFC
- CAMS
- Training Teams

We're aligning operational and readiness functions to enhance mission execution.

Operations

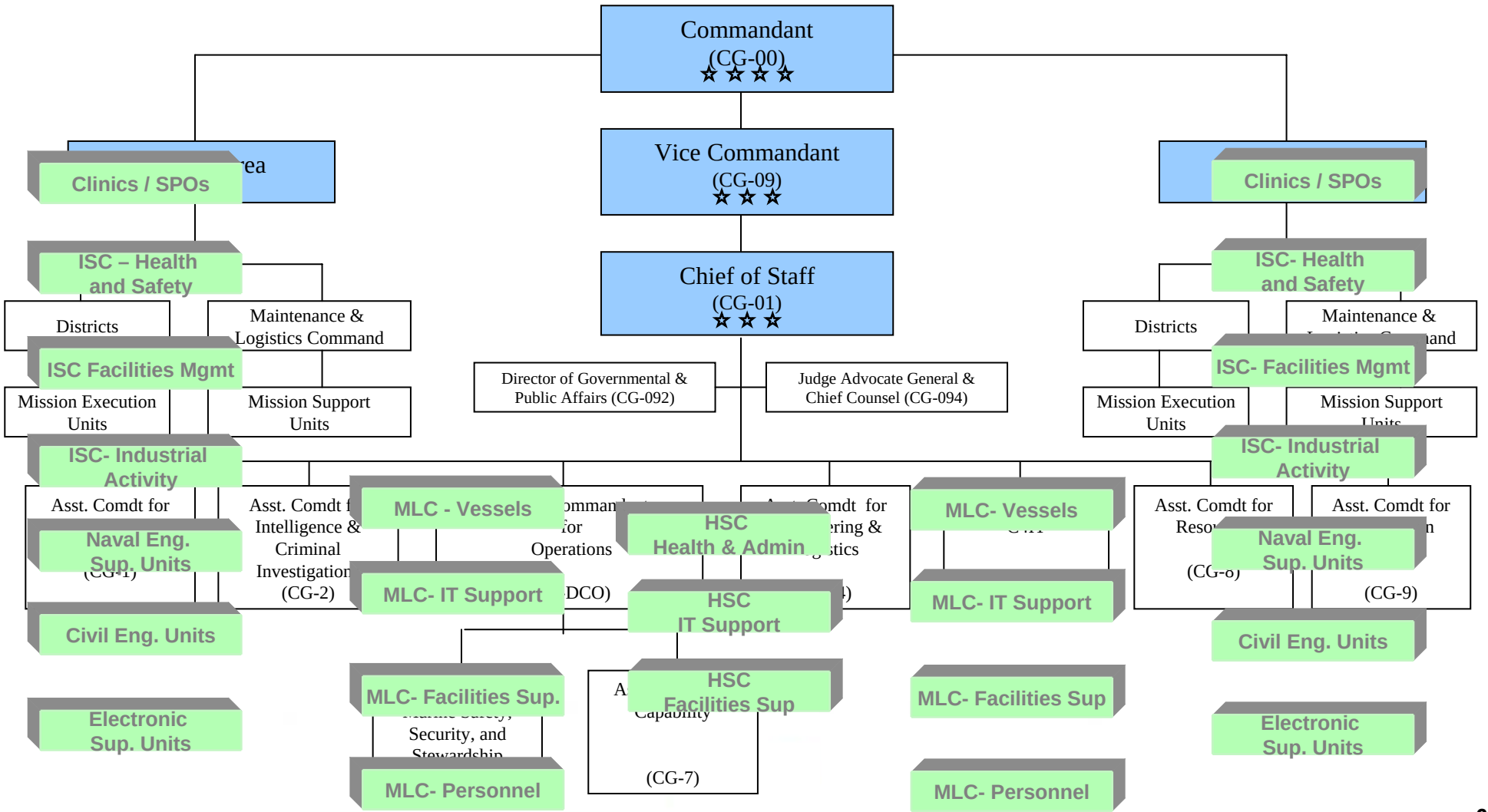
- Training Centers
- NAVCEN

Commander, Coast Guard Force Readiness Command (FORCECOM)

- Maritime Patrol Forces
- Districts
- Sectors
- Emergency Mgmt Teams
- Reserve Force Readiness
- Readiness Measures
- Deployable Ops Group
- MIFC
- CAMS
- Training Teams

Internal Coast Guard Use Only

Alignment: DCMS



Internal Coast Guard Use Only

Alignment: DCMS

Deputy Commandant for Mission Support (DCMS)*

APO

A
Clinics / SPOs
(CG-1)

Asst Comdt for Engineering & Logistics (CG-4)

Asst Comdt for C4IT (CG-6)

Clinics / SPOs
(CG-9)

ligning
s to enh
ability to support our
operators.

ISC – Health and Safety

PSC

ALC

SFLC

SFLC Detachments

SILC

SILC Detachments

C4IT SC

C4IT SC Dets

ISC Facilities Mgmt

ISC- Health and Safety

ISC- Facilities Mgmt

ISC- Industrial Activity

Naval Eng. Sup. Units

Civil Eng. Units

MLC - Vessels

MLC- IT Support

MLC- Facilities Sup.

MLC- Personnel

HSC Health & Admin

HSC IT Support

HSC Facilities Sup

MLC- Vessels

MLC- IT Support

s Sup

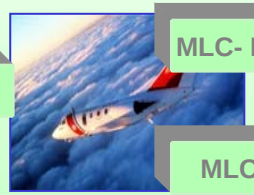
nel

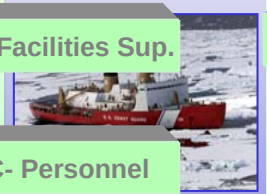
ISC- Industrial Activity

Naval Eng. Sup. Units

Civil Eng. Units

Electronic Sup. Units





*Pre-Decisional: Pending Congressional Approval of Requested Title 14 USC Amendments.

Internal Coast Guard Use Only

Where we are today:

DCMS

Modernization	Initial Stand-Up	Initial Stand-Up	Initial Stand-Up	Initial Stand-Up	IOC
Aviation Logistics Center Commissioned *October 30, 2008*	Surface Forces Logistics Center & Asset Project Office *January 27, 2009*	C4IT Service Center *February 9, 2009*	Shore Infrastructure Logistics Center *February 17, 2009*	Personnel Service Center *March 16, 2009*	Mission Support Organization *TBD*

FORCECOM

November 2008: DOG aligned

April 2009: Emergency Management teams aligned

April/May 2009: Assume TRACENs and HITRON

OPCOM

March 2009: OC-2

April 2009: OC-3,OC-5, OC-7, OC-8, Dist. 11, Dist. 5, and LANT CC

May 2009: OC-1, 00/09

Continue Organizational Alignment

IOC Milestone: 1 June 2009

Our Goal: To be *"Always Ready"* in time for Hurricane Season

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USCG Logistics Business Model

"The logistics system will . . . have a uniform look and feel that does not vary by platform, equipment, unit type, or geographic location. This will be accomplished through *standard integrated policies, business practices, and information systems."*

- The ECONOP – 1993

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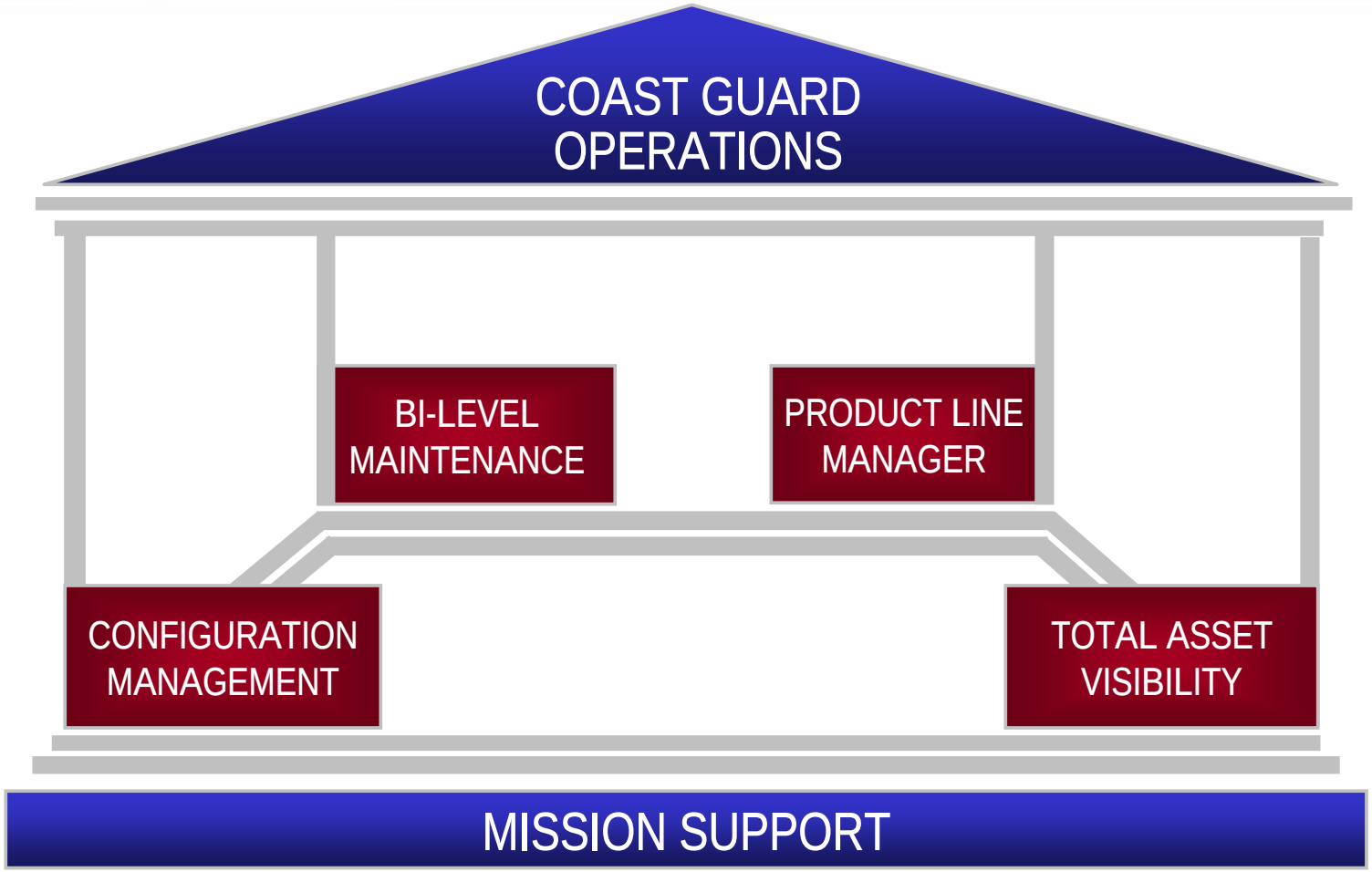
Four Cornerstones of Logistics Transformation



Our Goal: Improved support for mission execution

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Where can I learn more?

ON THE WEB

- www.uscg.mil/modernization
- http://cgcentral.uscg.mil/ (click on modernization)
- iCommandant: www.uscg.mil/comdt/blog/
- HTTP://CGWEB.LANT.USCG.MIL/ (click on OPCOM)
- HTTP://iFORCECOM.blogspot.com/

SEND AN EMAIL:

- AskDCMS@USCG.mil
- AskFORCECOM@USCG.mil
- OPCOM_Implementation@USCG.mil
- USCGModernization@USCG.mil

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The National Defense Business Institute

…It's About Good Government

When You're A Nation At War

25th Annual National Logistics Conference and Exhibition

"Logistics Workforce Education and Human Capital Initiatives: The Impact on People, Processes and Readiness"

April 9, 2009

THE UNIVERSITY of TENNESSEE
NATIONAL DEFENSE BUSINESS INSTITUTE

New World Order

- Out with the "Old," in with the "New."
  - 11K Contractor Positions Converted Out…9K New Hires In
  - By 2015
- Not to Worry – that's the Acquisition Work Force – We're Logistics
- Not So Fast…
- "We will reduce the number of support service contractors from our current 39 percent of the workforce to the pre-2001 26 percent."
  - 33 Percent Reduction
  - Goal to Hire 13,000 New Civil Servants in FY10
  - Goal to Hire as Many as 30,000 in Next Five Years

Now, Here's My Plan

- NDIA – Be Part of the Solution…FAST
  - Logistics is the "LIFE" in Integrated Life-Cycle Management
  - It Starts with the Formulation of the Material Solution
  - Help Establish Criteria for Government vs. Contractor Positions
  - Help DAU and Other Institutions Plan, Develop Curricula, Educate

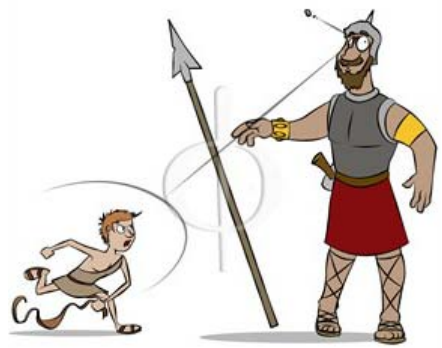
Did I mention Educate?

Who wants to be small when they grow up?

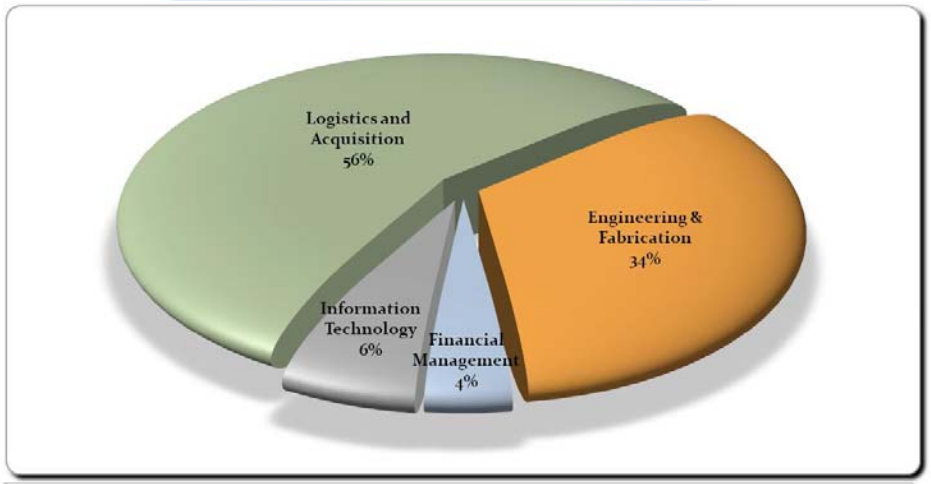
Leveraging large partners for small business gain!

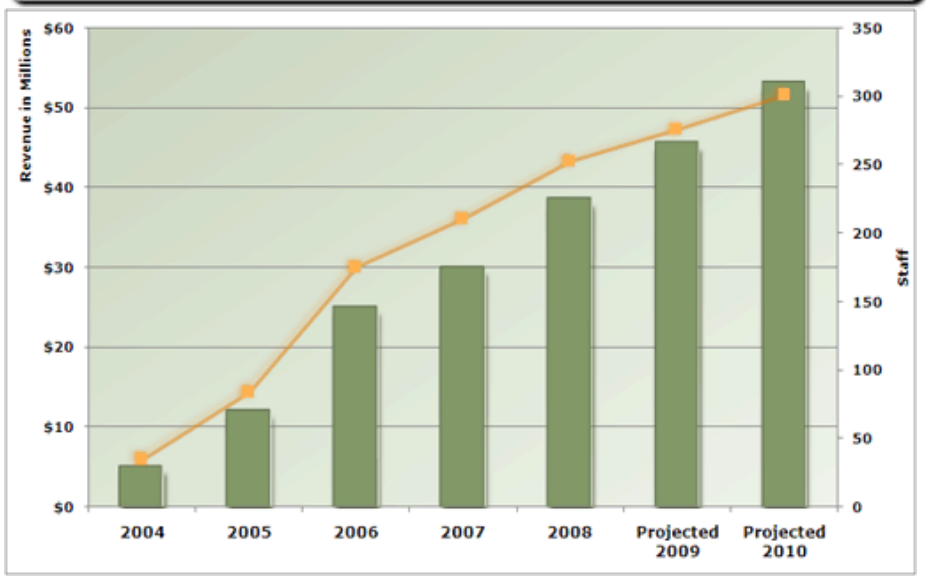
The Columbia Group - Key Statistics

- Employees	260
- FY2008 Revenue	$38.5M
- Locations	National Capital Region/ Panama City, FL
- Small Business Mix	14%
- Prime-Sub Mix	80% - 20%



The Columbia Group – What We Do





Looking for Large Partner Leverage

- Bench strength, talent, key personnel
- Relevant past performances
- Relationships
- Compatible culture and value system
- Trust, long-term view

National Defense Industrial Association

Our Large Partner Matrix

Partner	Contract Vehicle
AECOM	Seaport e
Alion	Seaport e
ARINC	Seaport e
Battelle	CEOss
Booz Allen	**CEOss/Seaport e**
CSC	Seaport e
General Dynamics	EFV Program
Perot Systems	Seaport e

Case Study: USMC HQ Logistics Modernization

Booz Allen Leverage	Logistics Modernization
Bench Strength	Yes
Key Personnel	Yes
Past Performance	Yes
Relationships	Yes
Culture & Value System	Yes
Trust & Long Term View	Yes

Other Case Study Notes	
Was Large Partner Key to Win	Yes
Year 1 Volume	$1.5M
Current Volume	$4.5M
Expected term of relationship	10 years +

Case Study: CEOss Ground Based Optical Surveillance

Booz Allen Leverage	G-BOSS
Bench Strength	Yes
Key Personnel	Yes
Past Performance	No
Relationships	No
Culture & Value System	Yes
Trust & Long Term View	Yes

Other Case Study Notes	
Was Large Partner Key to Win	Yes
Year 1 Volume	$1.5M
Current Volume	$3.5M
Expected term of relationship	6 years +

Who wants to be small when they grow up?

Large partner participation in TCG Business: 70%

F-35 Program Information
Non Export Controlled Information - Releasable to Foreign Persons

LOCKHEED MARTIN NORTHROP GRUMMAN BAE SYSTEMS Pratt & Whitney A United Technologies Company GE Rolls-Royce Fighter Engine Team

Autonomic Logistics Global Sustainment (ALGS)

21st Century Sustainment for the Lightning II

Mr. James Sprang

NDIA National Logistics Conference

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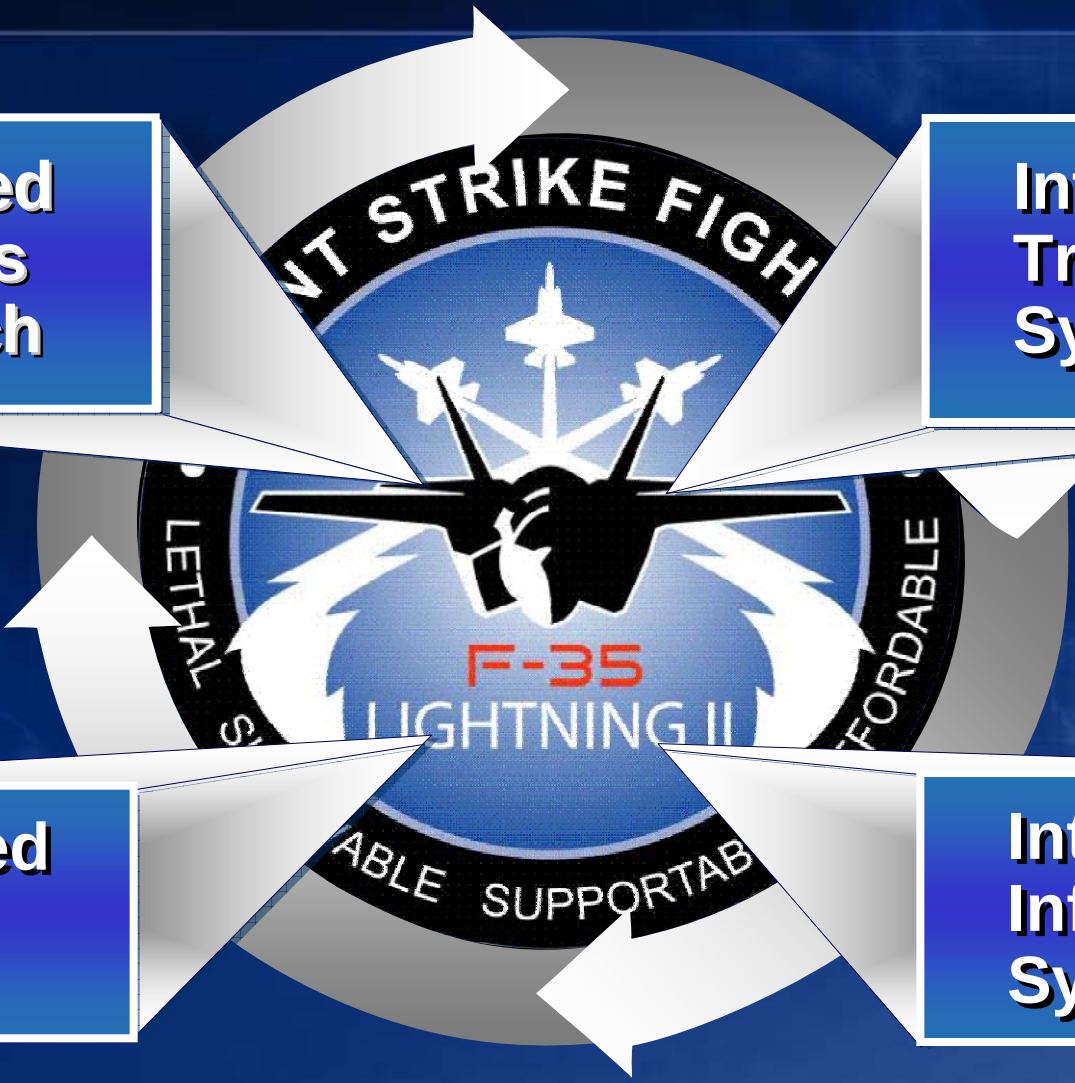
Approved for Public Release, 1 April 2009, JSF09-96

LOCKHEED MARTIN

F-35 Sustainment Solution…



Integrated Business Approach

Integrated Training System

Integrated Support System

Integrated Information System

Completely Integrated & Integral to the Aircraft

LOCKHEED MARTIN

F-35 Improves Supportability, & Deployability

- **New Logistics Model**
  - *Revolutionary Integrated Diagnostics*
  - *On-Board Health Monitoring*
  - *Electronic Tech Data*
  - *Portable Maintenance Aids*

Worldwide Support 24 / 7

What is Autonomic?

LOCKHEED MARTIN

- **The JSF Autonomic System Provides:**
  - **Failure analysis**
  - **System health monitoring**
  - **System status and health transmission**
  - **In-flight system service re-routing**
  - **Post flight services:**
    - *Correct repair parts*
    - *Support Equipment*
    - *Fuel*
    - *Weapons*
    - *Trained maintainers*

Autonomic Monitoring, Prognostics & Health Mgmt support the F-35

LOCKHEED MARTIN

Integrated Information System

TRADITIONAL

- Non-Integrated Info Systems
- Precautionary LO Repairs
- No Reach Back to Formal Training
- Multiple Info / Support Systems Not Integrated

F-35 ALIS

- Total Asset Visibility
- LO Health Assessment System
- Connectivity to Training Centers
- Integrates OEM Engineering, Supply, and Training With the Customer

BENEFIT

- **Integrated Mission Planning / Maintenance / Supply / Training / Qualifications / Aircraft Info**
- **Unclassified LO Confidence Reports**
- **Data / Procedure Currency**

Most Current Information Continuously Available

Approved for Public Release, 1 April 2009, JSF09-96

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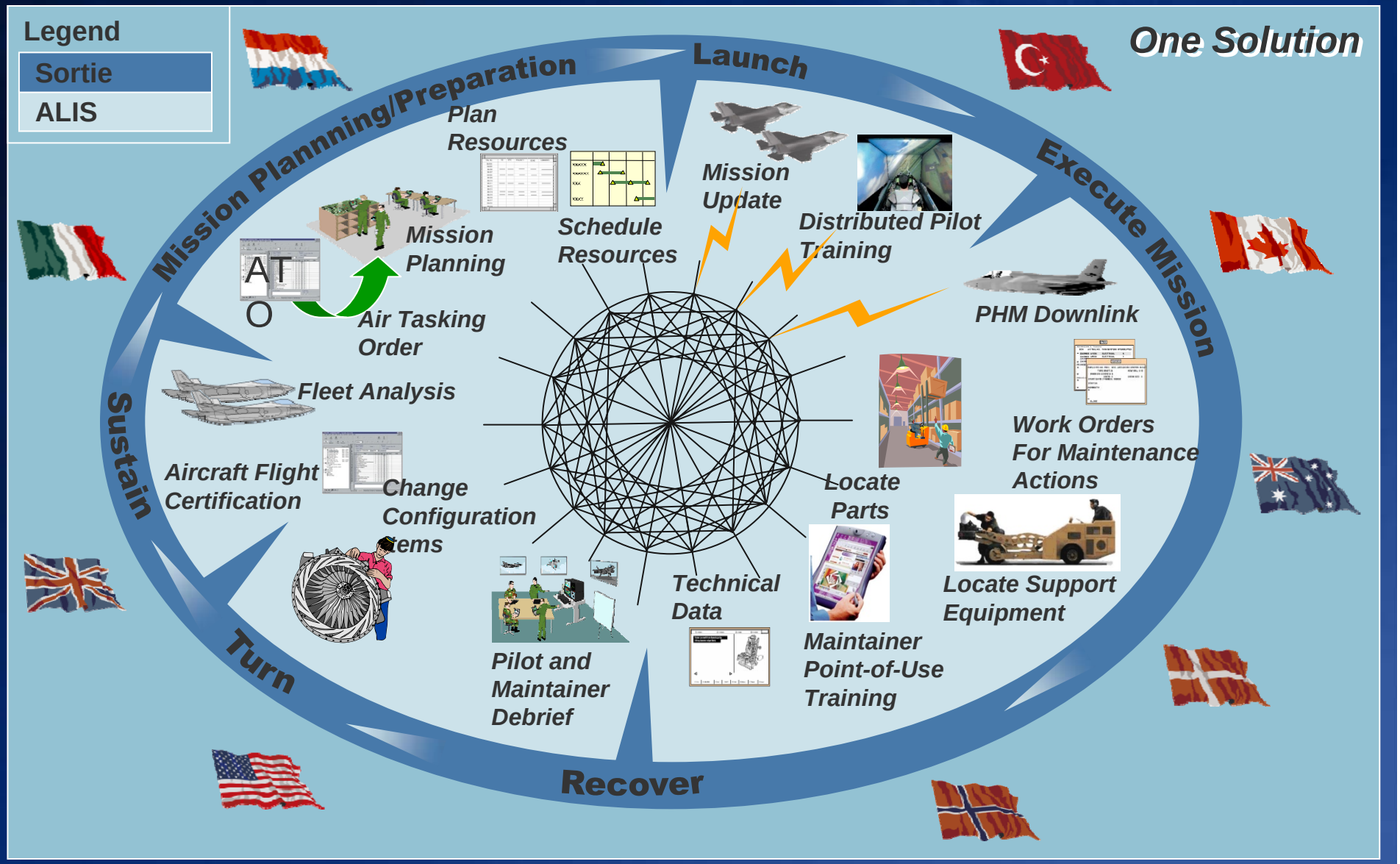
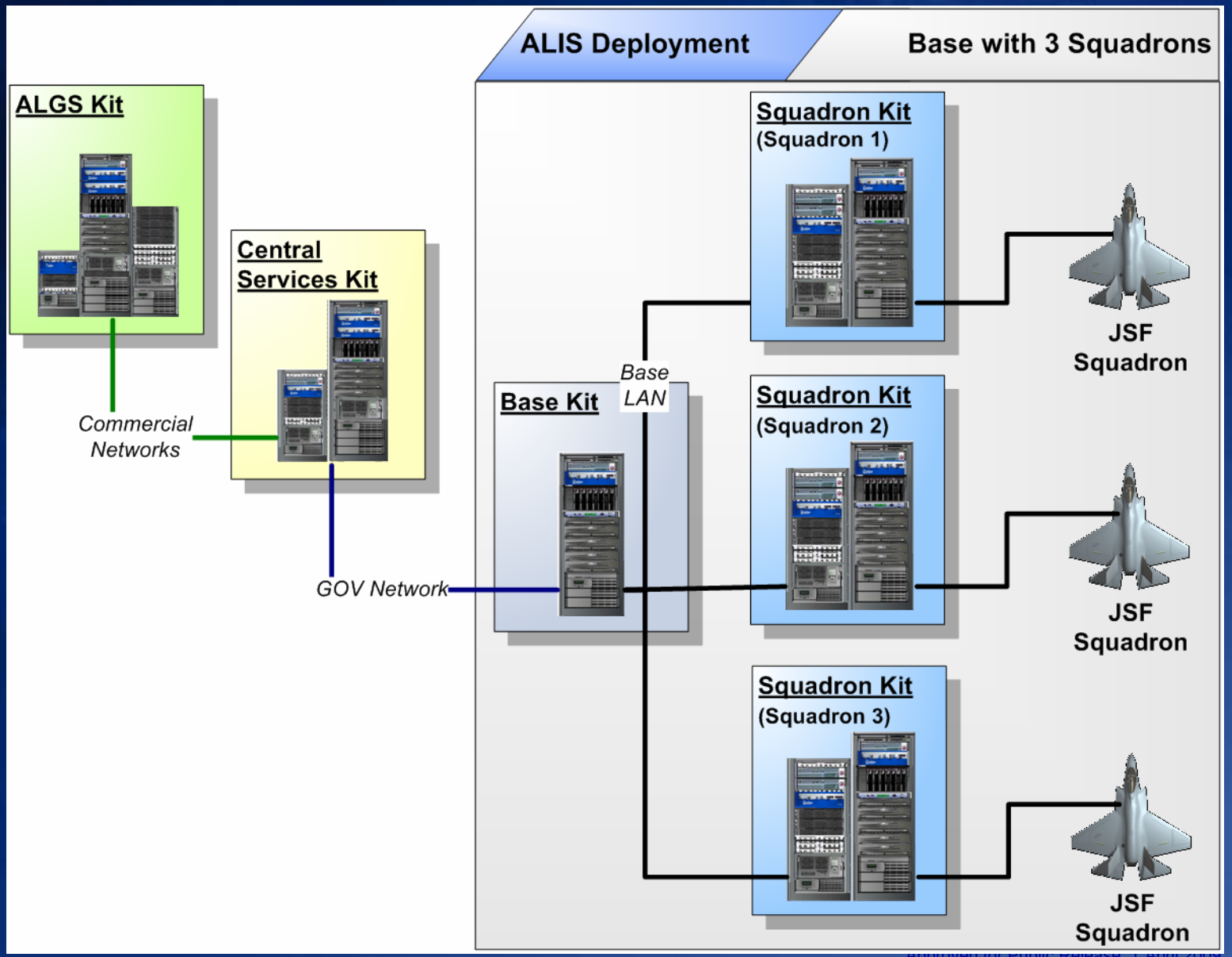
ALIS Supports All Phases of Sortie Generation



ALIS Configuration Example



ALIS Summary

LOCKHEED MARTIN

- **Initial ALIS Design Complete; Architectural Framework Established**
- **Provides:**
  - *Air Vehicle Operational Support & Maintenance*
  - *Supply Chain, Support Equip Mgmt*
  - *Distributed Training*
  - *Integration with government infrastructures*
- **Currently supporting the Flight Test air-vehicles**

ALIS is the Logistics Enabler for the F-35

Questions?

Defense Logistics Agency

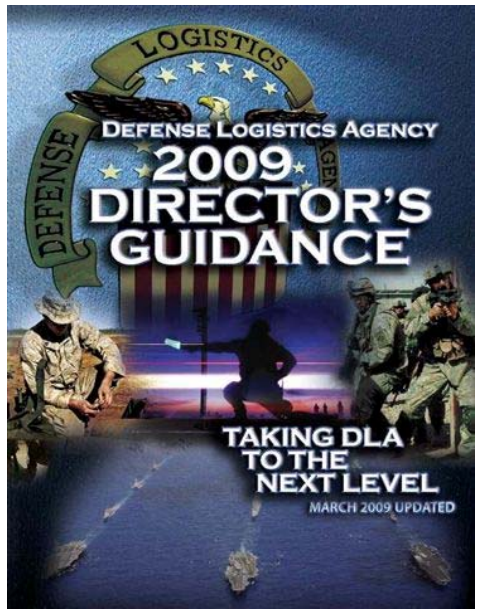
National Defense Industrial Association

April 8, 2009

VADM Alan Thompson, SC, USN, Director, DLA

Director's Guidance 2009

22 Initiatives Centered on 4 Strategic Focus Areas



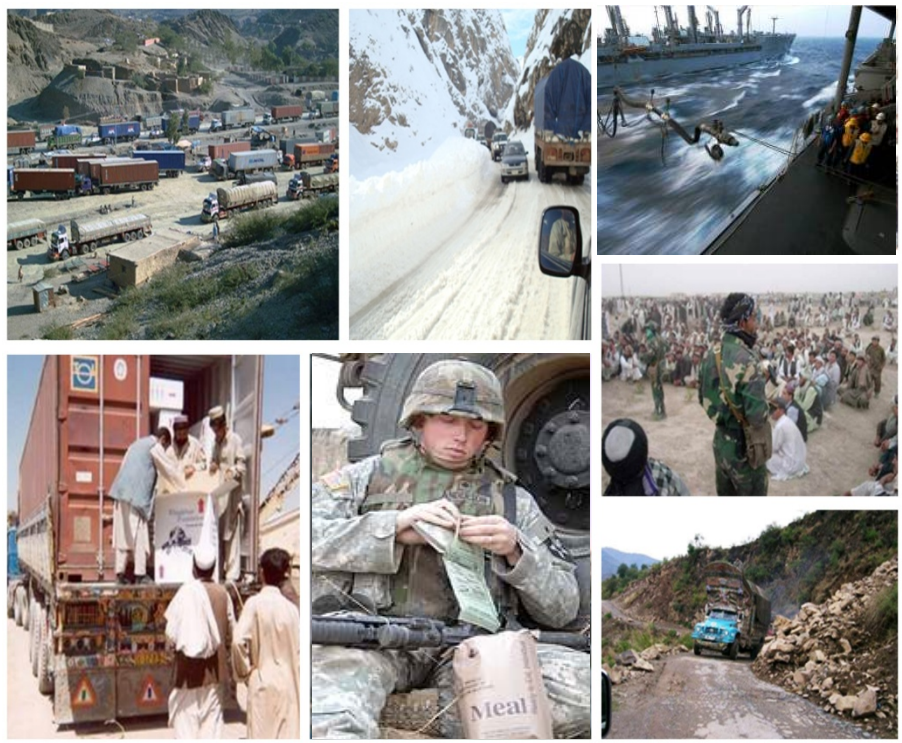
- **Warfighter Support Enhancements**
  - Supporting US Forces Increase in Afghanistan
  - Supporting Responsible Drawdown in Iraq
- **Stewardship Improvements**
  - Identifying Prudent Cost Reductions
  - Enterprise Risk Management
- **Business Process Refinements**
  - Assessing EBS Performance and Potential
  - Improving Demand/Supply Planning & Supply Chain Alignment
- **Workforce Development**
  - Enterprise-wide Employee Survey
  - Enhancing Support & Capabilities of Forward Support Personnel

Warfighter Support Enhancements

- **Supporting US Forces Increase in Afghanistan**
  - **Surging/Prepositioning critical supplies**
  - **Increasing fuel storage capacity**
  - **Scaling distribution capability theater wide**
  - **Establishing an additional DRMO in RC South**
- **Supporting Responsible Drawdown in Iraq**
  - **Embedded in the planning process at all levels**
  - **Pro-actively preparing for disposal requirement surge**
  - **Ready for changes in demand patterns**
  - **Coordinating reset requirements at CONUS depots**

End to End (E2E)
Supply Chain Integration (SCI)

- **Leverage existing core competencies (SCI and Acquisition)**
- **Align new weapon systems support to legacy weapon systems support**
- **Acquire and integrate where E2E supply chain does not exist**
- **Align strategic materiel with flexible response when integration services are not required**
- **Provide "Tailored Logistics Support" ... enabled by BRAC and EBS**



Become National Supply Chain Manager for DoD

DLA ... Poised for the Future

- **BRAC 2005**
  - **Realigns infrastructure management:**
    - **Consolidates Service DLR Procurement**
    - **Privatizes Commodity Management**
    - **Reconfigures Supply, Storage, and Distribution**

- **Enterprise Business System (EBS)**
  - **DoD's only successfully implemented logistics ERP**
  - **Links warfighter demand with strategic supply partners = asset visibility**
  - **E-Procurement = E2E procurement functionality**

DLA ... Poised for the Future

Bottom Line:

- **Flexible, agile E2E supply chain integrator**
- **Key logistics partner in the DoD Enterprise**
- **World-wide presence**
- **Integrator of Joint Warfighter demand with supply**

Constantly High Performing, Customer Focused, Globally Responsive ...

4

“There are some who question the scale of our ambitions — who suggest that our system cannot tolerate too many big plans. Their memories are short. For they have forgotten what this country has already done; what free men and women can achieve when imagination is joined to common purpose...”

President Barack Obama
Jan 20, 2009

United States Marine Corps
Operational and Logistics Imperatives

1. **From Iraq to Afghanistan...**
   - Integration of Service and coalition logistics
   - Developing operational logistics “on the move”
2. **Expeditionary forces – in the purest sense...**
   - Integrated expeditionary logistics operations: sustainment amidst austerity
   - Decreased forward-basing; increased forward presence
   - Full competency in seabasing
3. **The Two-fisted Fighter in the Three Block War...**
   - Expanded “hybrid logistics” mission set
   - Naval forces as “first responders”
4. **The Global Economy and Crisis Ignition...**
   - Resourcing for the irregular fight