



Logistics Directions



Newsletter of
The Council of Logistics Engineering Professionals
January – February 2015

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 Mr. James V. Jones
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From the President

As we welcome many new (as well as many renewed) members into a New Year with CLEP, it continues to remain our goal to bring increased value to the entire professional logistics community and more specifically to our members. With this in mind, I want to highlight several member services initiatives being pursued by the Board of Officers:

Mentoring – The Board recently discussed establishing a formal mentoring program that more directly connects and develops logisticians. This could involve not only connections based on levels of experience but connections across ‘industries’ or functional roles. Look for more as the structure and process is matured and formalized.

Industry & University Partnering – We are continuing to pursue dialogue in this area to not only support our education, training and certification work but to generate more innovative ideas for developing logisticians and enhance the sharing of information on the incredible work individuals are generating within these institutions every day. If you are a leader in your company or department we are interested in discussing how we can better leverage our collective expertise.

Awards – Our Board is working to enhance the CLEP Awards Program by recognizing individuals across industry, academia and

Newsletter

Our bi-monthly newsletter, Logistics Directions, is distributed via e-mail to our Council of Logistics Engineering Professionals (CLEP) members.

The purpose of our newsletter is to keep you informed of the current events within CLEP and the environment in which we work. The goal of our newsletter is to serve

government that are making outstanding contributions to the logistics enterprise. Some of this will occur in conjunction with our Corporate/University Member program and some of it will occur on a nominee basis.

Web-Based Interaction – We continue to explore improvements to our member communications, including our web-site, so that we can better offer links to workshops, symposia and other happenings as well as begin to provide Webinars and possibly “Ask A Logistician” programs that engage members more real-time. Many of you will note that several improvements/updates have been made already, and this will continue to be a priority.

Membership – Congratulations to those of you who took advantage of the reduced membership rates over the last 60 days. Rates will return to normal on 1 March with the exception of the Student membership rate that will remain at only \$10.00.

Lastly, if you are interested in taking a more active role in helping CLEP achieve further success or simply want to expand your professional development through serving as one of our Board members please do not hesitate to contact me directly at president@logisticsengineers.org or joe.davis@saddlebuttesys.com.

Kind Regards,
Joe Davis

as a forum to discuss the latest topics in logistics engineering.

Newsletter Article Guidelines

Many of the articles in our newsletter are written by members and officers of the Council of Logistics Engineering Professionals (CLEP)

Calendar of Events

National Defense Industrial Association (NDIA): 31st Annual National Logistics Forum

March 16-18, 2015, Ronald Reagan Building and International Trade Center, Washington, DC,
<http://www.ndia.org/meetings/5730/Pages/default.aspx>

ASNE Day 2015: Engineering America's Maritime Dominance

March 4-5, 2015, Hyatt Regency Crystal City, Arlington, VA,
<https://www.navalengineers.org/events/individualeventwebsites/Pages/ASNEDay2015.aspx>

Sea-Air-Space 2015

April 13-15, 2015, Gaylord Convention Center, National Harbor, MD, <http://www.seaairspace.org/>

The Logistics & Supply Chain Forum

May 31 - June 2, 2015, Sawgrass Marriott, Ponte Vedra Beach, FL, <http://www.logisticsforum.com/spring-conference.aspx>

2015 Material Handling & Logistics Conference

September 13-16, 2015, The Canyons Resort, Park City Utah, <http://mhlc.com/>

LogiMed USA

April 14 - 16, 2015, Rancho Bernardo Inn, San Diego, California, <http://logimedusa.wbresearch.com/>

INCOSE 25th Annual Symposium

July 13 - 16, 2015, Hyatt Regency Bellevue, Seattle, WA, <http://www.incose.org/symp2015/>

4th Annual World Conference Of The Society For Industrial And Systems Engineering (SISE)

October 19-21, 2015, Embassy Suites Fort Lauderdale, Fort Lauderdale, FL, <http://www.ieworldconference.org/>

Newsletter

and serve to communicate important information to our members and to discuss the latest and greatest topics in logistics engineering.

We welcome all of our members to submit articles for our newsletter. To submit an article for our newsletter, we encourage you to follow these guidelines:

1. Your article must be consistent with the mission, goals, and vision of CLEP.
 - To see the mission and vision of CLEP, please go to the [About](#) CLEP page on the CLEP Website.
 - This is of UTMOST IMPORTANCE to CLEP.
2. Your article must be no more than 500 words. (Approval will be needed for more than 500 words.)
3. You must include a clear and concise title with your article.
4. Your name, as preferred by you, must be included with the article (Please include "Dr.", "Mr.", "Ms.", "Mrs.", CPL, PMP, etc., or title of preference.)
5. You must include your e-mail address with your article. (This will allow readers to contact you with questions and/or requests for information. This will also allow us to contact you with questions or comments about the article.)
6. Your article must be reviewed for spelling and grammar.
7. Your article must be submitted to [Bill Horne](#), Vice President-Communications (communications@logisticsengineers.org) as an attachment to an e-mail.
8. Your article must be submitted as a file in one of the following formats:
 - ".txt" • ".rtf"
 - ".doc" • ".docx"
9. You may submit images with your article. Your image must be no larger than 200x200 pixels in size and must be in one of the following formats:
 - ".gif". • ".jpg"
 - ".png" — Recommended format due to color fidelity and file size
10. Your article for the CLEP newsletter must be submitted by the last day of the previous month to the current edition month.
 - For example, if you want your article published in the March-April 2015 edition of Logistics Directions, then you should submit it to us by February 28, 2015.
 - If your article is not published in the current month, it will be deferred for publication to the following month.

If you have questions or need additional assistance, you may contact VP-Communications: Bill Horne (Acting), communications@logisticsengineers.org.

Advanced Logistics Technology, Inc. - New Corporate Member

CLEP would like to welcome Advanced Logistics Technology, Inc. (ALTech) as our newest CLEP Corporate Member. ALTech has been providing Logistics and Systems Engineering services to both Government and industry for over 28 years. Jim Martin, the President of ALTech, is a long-time member. This following article from ALTech highlights the company's capabilities.

ALTech provides support to its customer program needs in all areas of Logistics including Integrated Logistics Support (ILS), Supportability Analysis (LSA/GEIA-STD-0007), Technical Manuals (TMs), Interactive Electronic TMs (IETMs), Logistics Test and Evaluation, Life Cycle Cost (LCC) Analysis, Level of Repair (LOR) Analysis, Provisioning/Supply Support, Training and Training Course Development, and Logistics Management Information (LMI).

The company also provides expert Systems Engineering support in the areas of Reliability, Maintainability, System Safety, Human Factors, Requirements Verification, Test Engineering, Producibility Engineering, and Parts Control Programs.

ALTech has supported a wide variety of customers through the years in both government and industry with the majority of this work related to Department of Defense projects. The keys to ALTech's success over the last three decades is its highly experienced staff, attention to customer needs, and emphasis on quality. The company has provided exceptional support for large, multi-year contracts as well as short, quick-response efforts.

The ALTech Commitment

"Satisfaction through Understanding" expresses our commitment to gaining an in-depth understanding of the needs and desires of our customers as well as relying on our extensive experience to understand the specific requirements of the Government. Based on this understanding ALTech ensures complete satisfaction on the part of both our customer and the Government through professional and timely completion of tasks.

Advantages of ALTech Support

- Proven capability since 1986.
- Dedicated to Logistics and Systems Engineering.
- Using ALTech on a subcontract basis is an excellent method of balancing personnel requirements or responding to peak workloads without long-time hiring commitments.
- Unsurpassed level of personnel expertise.
- Highly automated techniques to increase quality and minimize labor costs.
- A database of documents that serve as templates for new efforts.
- Competitive labor rates with a balanced staff of both senior level personnel and support personnel.
- ALTech support eliminates advertising, recruiting, testing and screening costs and reduces administrative time.
- ALTech billing rates are consistently lower than our customer's "actual costs" to maintain comparable members on their permanent staff.
- Subcontracting to ALTech can fulfill Government contract requirements for subcontracting to small businesses.
- On-time and in-budget contract history.

ALTech Management

ALTech management capabilities are oriented toward close control of costs, manpower allocation, technical responsiveness, program planning/reporting, and related elements of administration. This includes concise definition of objectives, identification of the necessary expertise and manpower, and the management of multi-disciplinary teams to achieve the objectives.

ALTech is headquartered in Phoenix, Arizona with satellite office in various areas as needed. We support customers throughout the US.

For additional information please contact Jim Martin or Lola Fonua at 480-641-2245 or info@ALTechinc.biz or visit our website at www.ALTechinc.biz.



**Advanced
Logistics
Technology, Inc.**

Before ALTech



After ALTech

Logistics and Systems Engineering Specialists

Advanced Logistics Technology, Inc. (ALTech) is an engineering services company with headquarters in Phoenix, Arizona. ALTech provides Logistics, Systems and Test Engineering support to both the Government and industry.

ALTech can provide support in the areas of:

- LSA/GEIA Standard
- Life Cycle Logistics
- LOR/LCC Analysis
- Provisioning
- Interactive Electronic Tech Manuals (IETMs)
- Reliability
- Maintainability
- System Safety
- Human Factors

For additional information please contact:

**Jim Martin or Lola Fonua
Advanced Logistics Technology, Inc.**

**(602) 641-2245
info@ALTechinc.biz
www.ALTechinc.biz**

New DoD Instruction 5000.02 "Operation of the Defense Acquisition System"

By Bill Kobren, Director - Logistics & Sustainment Center, Defense Acquisition University

On January 7, 2015, the Under Secretary of Defense for Acquisition, Technology, & Logistics signed out a memorandum "issuing the new Department of Defense Instruction (DoDI) 5000.02 and canceling the interim version that was implemented on November 25, 2013. This version implements many of the policies and practices included in the sequence of three sets of Better Buying Power initiatives."

According to the memo and a subsequent e-mail to the defense acquisition workforce, USD (AT&L) made clear that

"successful defense acquisition depends on careful thinking and sound professional judgments about the best acquisition strategy to use for a given product. Even more than previous versions, this DoDI 5000.02 emphasizes tailoring of program structures, content, and decision points to the product being acquired. DoDI 5000.02 contains several program structure models instead of a single model. These models, however, are not alternatives from which a Program Manager must choose; they serve as examples and starting points that can and should be tailored to the actual product being acquired. Program Managers and Program Executive Officers should use these models as references to assist their thought processes and analysis of the best structure to use on a given program. Milestone Decision Authorities have been given broad authority to tailor program acquisition

strategies.

Better Buying Power is based on the concept of continuous process improvement. We will never stop learning from our experience, and we will never completely exhaust the potential for improvement in how we acquire weapons and other systems for the Department. Therefore, I do not consider this or any version of DoDI 5000.02 to be the final word on acquisition policy. In fact, I hope that some positive changes to this DoDI 5000.02 can be implemented soon. One of them, which we are working closely with the Congress on, is to simplify and rationalize the complex set of statutory requirements that have been levied on our managers over the past few decades. These burdensome and overlapping requirements are reflected in the dense tables in Enclosure 1. I am hopeful that a much shorter set of the tables in Enclosure 1 can be published as a result of our ongoing legislative initiative in acquisition reform that we are working in collaboration with Congress. I have also already initiated work on a new enclosure that will deal with the increasingly serious problem of designing for and managing cyber-security in our programs. We must do a better job of protecting our systems and everything associated with them from cyber threats.

DoDI 5000.02 provides policy guidance, but it is also a tool that should be used by acquisition professionals, and the operational, programming, and intelligence

professionals we work with, to deliver products that meet our warfighters' needs and deliver value to the American taxpayer."

The entire instruction is important, and all defense acquisition professionals need to be familiar with its content. From both a Life Cycle Logistics and Product Support Manager (PSM) perspective, I would also encourage you to pay particularly close attention to Enclosure 6 entitled "Life Cycle Sustainment."

It's important to note there are a number of updates between the Interim version of DoDI 5000.02 dated 26 November 2013, and this final version issued 7 January 2015. Several major ones include:

- Para 2.a. Product Support Manager (PSM) responsibilities
- Para 2.a.(1)(a)6. Software support
- Para 2.a.(3) PBL as performance-based product support.
- Para 2.a.(7) Automated Test Equipment (ATE)
- Para 2.a.(8) Demilitarization & disposal planning
- Para 2.a.(9) Corrosion prevention & control (CPC)
- Para 3.d.(4) Intellectual Property Strategy as part of the Life Cycle Sustainment Plan (LCSP)
- Para 5.b. Independent Logistics Assessments (ILA)

Several foundational principles, however did not change, and indeed are woven throughout this new document – affordable readiness and life cycle management.

Logistics Product Data (LPD) Reports

By James V. Jones

Published in 1984, MIL STD 1388-2B, DOD Requirements for a Logistics Support Analysis Record (LSAR), standardized logistics support data elements, its transfer format in the form of relational data tables, and the facility for interrogation and summarization using standard report formats.

GEIA Standard 0007, Logistics Product Data (LPD), the replacement for MIL STD 1388-2B, continues standardized logistics product data elements; however, this new standard contains no reports.

To fill this void, TechAmerica Handbook 0007-1, Logistics Product Data Reports Handbooks, was created, and the initial version of this handbook contains 23 of the report formats from MIL STD 1388-2B plus a new report that compares task codes with SMR

codes.

Currently, the SAE LCLS Reports Subworking Group is assessing which of the remaining MIL-STD 1388-2B reports should be contained in the next version of TA HB 0007-1. The Subworking Group is also looking into modifying or updating the reports to make them more useful. For example, LSA-005 which addresses support equipment utilization does not currently include the unit price of items appearing on the report. The unit price of an item is an important piece of information when assessing utility.

James V. Jones is a member of the Subworking Group and solicits any input CLEP members may have concerning LPD reports. Suggestions should be sent to james.v.jones@log-mgmt.com.

What's a Loggie?

By Kristen L. Rouse

Inevitably, whenever I tell people I'm a loggie, they ask: what's that? If you're one of those people, here's the answer:

The term loggie is, essentially, short for logistics professional. You hear people call themselves (and others) this more often in the military, but I've also heard it used by civilian logistics folks. But then the less-spoken question is, what exactly is logistics?

The universe of military loggies includes supply clerks, fuelers, cooks, warehouse workers, parachute and air cargo riggers, water purification specialists, petroleum lab analysts, forklift and crane operators, truck drivers, ammunition clerks, mechanics, and a host of other critical jobs—and then all of the planners and managers who coordinate the supplies, transportation, data, contracts, and other fine-tuned resourcing and services needed to deliver the right things to the right place at the right time.

The term “logistics” came into use sometime in the 1800s, maybe from the French military, or maybe from the Greek word referring to counting. Either way, today it seems to be a fairly universal term: if nothing else I said translated well to the foreign troops I've worked with, saying I work in logistics definitely got through. “Ah, logistique!” said the Afghans, the Egyptians, and whichever French or Dutch or Polish soldiers I ever chatted with during my deployments.

Before the word logistics came into common usage, the U.S. Army founded the Quartermaster Corps in June 1776 as one of the original five branches (the others: Infantry, Engineers, Adjutant General, and Finance). These were the teamsters and, later, muleskinners who kept the supply trains going with needed food, water, ammunition, uniforms, and

other supplies to troops fighting on various fronts. One of my favorite quotes from this era is attributed to Frederick the Great of Prussia:

Without supplies, no army is brave.

Regardless of terminology, logistics has been a discipline and profession essential to military operations going back at least as far back as Sun Tzu (around 500 b.c.), whose statement in *The Art of War* on the matter has been translated as,

The line between order and disorder lies in logistics.

And as any loggie can tell you, logistics is itself an art and a discipline that cannot be learned in a book; you learn by doing it, making mistakes, learning from your mistakes (and those of others), and refining processes to make them work smoother, faster, better, and, ideally, cheaper. When loggies aren't brought into operational planning soon enough—or at all—things go catastrophically awry. Because the details WILL get you. Every time. Another great logistics quote (attributed to various U.S. generals) is:

Amateurs think about tactics, but professionals think about logistics.

But logistics isn't just a military discipline; it's essential to get logistics right if you want to succeed in *any* operation. People often cite the fact that the German army studied American circus logistics in preparation for World War I. The reality is that military innovations and civilian industry innovations are continuously influencing and borrowing from one another, and logistics is no exception. There may be lags in military logistics catching up with private-sector logistics (and sometimes vice versa), and there are plenty of things that go wrong when loggies can't get their jobs done—but there are few things as glorious as when logistics goes off without a hitch for a certain operation. In my biased opinion.

In the U.S. today, commercial logistics is huge, and the intricate workings and

processes that keep costs down and profits up while stocking grocery store shelves and shipping Amazon books to your doorstep are not simply a discipline—this is science. And then there's the brilliant marketing explanation of this modern marvel of logistics: the UPS commercial from 2010, “That's Logistics.”

I saw a while back that a military loggie, bemoaning the logistics that often go wrong (with rampant theft, misshipments, and so on) in places like Afghanistan, offered an alternate verse to the UPS “That's Logistics” song:

When your food and supplies end up sold in Shanghai, that's logistics.

Or maybe that's just loggie humor. Which is a thing.

About Kristen L. Rouse

I'm Kristen L. Rouse, and True Boots is my personal blog. All of the opinions here are my own, and do not represent anyone else.

I'm an Army veteran, advocate, writer, speaker, loggie, hiker, and politically-minded Brooklynite. I am a member of the Truman National Security Project Defense Council, but this blog represents my own ideas and no one else's.

For more about Kristen, visit:

<http://trueboots.com/about-kristen-l-rouse/>.

About True Boots

Why *True Boots*?

True Boots is about experiences on the ground. It's about walking in the footsteps of those who've come before. It's about keeping pace with what's happening now. It's about blazing a trail toward what lies ahead.

Visit Kristen's blog at

<http://trueboots.com/>

31st Annual National **LOGISTICS** Forum

*TEAMING TO DELIVER BETTER OUTCOMES –
READINESS AT THE RIGHT COST*



3/16/2015 to 3/18/2015

**Ronald Reagan Building and
International Trade Center,
Washington, DC.**

Defense Logistics Agency Launches DNA Marking Capability

By DLA Public Affairs

The Defense Logistics Agency is insourcing its efforts to make it easier to detect and prevent counterfeit microcircuits from entering into its supply chain.

The agency started performing an in-house microcircuit anti-counterfeit initiative, dubbed DNA marking, Dec. 15. The capability is designed to validate the authenticity of purchased microcircuits while increasing their reliability throughout the supply chain. The new quality control measures will be conducted at DLA's Electronics Product Test Center at DLA Land and Maritime.

"Microcircuits are integrated in many of the weapon systems operated by our military services, so securing dependable suppliers is crucial to sustaining our elite mission-ready forces," said DLA Land and Maritime Commander Navy Rear Adm. John King. "Adopting this DNA marking capability will enable DLA to intensify its fight against counterfeit parts entering and negatively impacting our supply chain, and ultimately our customers."

Prior to insourcing this capability, the agency relied on industry partners to carry out the DNA marking process, said Keith Robinette, director of the DLA Product Test Center. This was effective in deterring counterfeiters,

but added more time to the delivery of microcircuits to customers and additional costs to DLA.

"By establishing an organic or in-house DNA marking capability, DLA will improve delivery time and reduce costs, strengthen supply chain controls, enhance quality assurance and establish the capability to expand DNA marking to other parts deemed a high risk of counterfeiting," Robinette said. "Placing DNA marking at the Electronics Product Test Center is a perfect fit. The center performs a variety of tests to ensure that electronic items procured by DLA meet warfighter demands and quality requirements. DNA marking will augment this capability."

The test center will mark all microcircuits purchased by DLA in Federal Supply Class 5962, electronic microcircuits, with an anti-counterfeit technology, which is derived from botanical DNA. It is anticipated that about 85,000 microcircuits will be marked per year, Robinette said.

DNA marking consists of applying a botanical DNA identifier to the surface of a microcircuit to authenticate originality, Robinette said. A unique code or finger print, which deters counterfeiters, is incorporated into the ink of the DNA mark. This code can't be replicated, reengineered or digitally copied. The DNA mark can be detected by a hand-held

scanner for easy identification within the supply chain. The DNA mark can also be swabbed for forensic testing, which provides detailed information about the microcircuit, such as supplier, cage code, and part and lot number. Additional information like contract data, award date, number, national stock number, quantity and time the microcircuit entered into DLA's supply chain can also be retrieved.

The DNA mark carries this authentication information throughout the life of the microcircuit and has the capability to trace and audit the movement of the microcircuit from receipt into DLA's supply chain to the end user. This traceability benefit is crucial during quality and fraud investigations, Robinette said. During past investigations, it was often difficult to obtain supplier information once the microcircuit was taken out of its packaging and installed on a weapon system or placed into bins at military repair facilities.



Welcome New CLEP Members

The Council of Logistics Engineering Professionals welcomes our new – and renewing members:

Mark Syzdek, Karen Wisne, Joseph Coogan, Kenneth Knapp, Richard King, Tina Kimmell, Timothy Wilson, Joseph Davis, Steven Dummitt, Raymond Moore, Mary Ann Veitch, Walter Abbott, Brian Michalek, Stephen Schwarz, Ron Charest, Keith De Roche, Charles Littleton, Robert Bevins, Talmage Gaither, Gretchel Hignite, Herbie Morris, Steven Gill, Stephen

Eldridge, Floyd Lemley, Larry DeVries, Gary Lawson, Gary Bennett, James Ritchie, Eric Jewess, John Laskowski, Timothy O'Brien, Clyde Burton, Pamela Munson, James Robertson, Shumani Nethengwe, Anthony Gibson, Frank DeWees, Edward Carlson, Jennifer Lum, Dale Starr, John McNeill, Karen Berry, James Martin, Israel Marshall, Patricia Bragg, Sebastian Huebner, David Hartley, Stephen Brunner, Ann Richmond, William Horne, Daniel DiDomenico, Wesley Randall, Denise Eager, Vince Davila-Aponte, Gary

Lawson, Dr. Luis R. Mora, Albert Murray, Michael Stewart, Michael D. Connor, Randy Heidt, Taylor Hughes, John Davids, Roni Ann Aborn, Geoffrey Oakley, Michael Eni, Roger Zeis, Trenton Widdis, Fayyaz Malik, Azizur Rahman, James Schaaf, Jerzy Slimak, Gerard Ibarra, Jesse Astorga, Dan Johnson, Alan Shemet, Dana Sterczewski, Matthew Gomez, Kenneth Sokolowski, David Zawodniak, Katie White, Steven MacDonald,

Combating Counterfeits

by Beth Reece

DNA technology has been used to protect fine wines, high-end apparel and even currency from being counterfeited. Now the Defense Logistics Agency is using it to up the Defense Department's game against counterfeit microcircuits.

"DoD has become aggressive about keeping counterfeits out of the military supply system, and DLA is leading that effort by working closely with manufacturers to find innovative ways of proving product authenticity," said Air Force Col. Arthur Beauchamp, deputy director of DLA Logistics Operations' Technical and Quality Division.

In March 2012, Frank Kendall, Undersecretary of Defense for Acquisition, Technology and Logistics, issued a memorandum directing all military departments and defense agencies to prevent, detect and investigate counterfeiting in DoD's supply chains. Five months later, DLA announced that all electronic microcircuits it buys must be marked with botanical DNA.

The change requires manufacturers and distributors that want to sell microcircuits to DLA to mark those items with "SigNature DNA," a

product invented by the civilian high-technology firm Applied DNA Sciences for forensic authentication and counterfeit prevention.

DLA spent 18 months working with Applied DNA Sciences and several manufacturers to prove that microchips could be marked with botanical DNA during production and that those marks could later be read. The DNA is embedded in the ink suppliers use to mark their products and can be detected by a handheld laser reader or swabbed for testing at an Applied DNA Sciences lab.

"The DNA can't be altered or copied, so we can be sure items marked with SigNature DNA are authentic," said Chris Metz, chief of the Technical and Quality Division in DLA Logistics Operations.

Microcircuits are the first commodity DLA is targeting because they have a high risk of being counterfeited, she said. The agency buys about 80,000 different types of microcircuits, which are used in everything from aircraft and ships to medical equipment.

"Microelectronics is where a lot of counterfeit issues have been occurring. It's also where, if things go

wrong, they could really impact system performance and lives," Metz said.

DLA is also developing several methods to prove the authenticity of parts already in its inventory or on existing long-term contracts, as well as those that are no longer in production. Metz' staff has partnered with the Electronic Product Testing Center at DLA Land and Maritime to evaluate long-term contracts and determine whether they should be modified or possibly canceled.

Distributors with unmarked parts will be asked to show documentation proving the items can be traced to an approved source and must then mark the items with SigNature DNA. The test center is also outlining a set of tests that can be conducted to ensure untraceable items aren't counterfeits.

"The tests for microcircuits have become pretty sophisticated and include microscopy, X-rays, looking inside the part to verify its internal components and making sure the dye on the inside matches what's on the outside of the product," Metz said. "I think our product test center is about as good as it gets in terms of detecting counterfeit electronic components, and now they're working hard to test our inventory, as well as looking beyond electronic components to see if there are counterfeits in other critical items."

Suppliers' responses to the new requirement have been mixed, Metz added. Some see it as a step forward in proving authenticity of both military and nonmilitary products, but others say the solution is to buy only from authorized sources and suppliers rather than independent or



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Combating Counterfeits - *Continued from Page 7*

secondary-market distributors who typically don't invest time and money to inspect the items they sell.

"Where we can, we do go to authorized manufacturers that are on the qualified manufacturers list, then we go to the qualified distributors list. But some of the parts we buy have been out of production for a long time and aren't easily available, so we're forced to go to a more high-risk supplier," Metz said.

While military systems may be in service for decades, the components may be manufactured for only two years, Metz explained.

"And the fact that we frequently buy in small quantities doesn't make it economical for larger manufacturers to continue producing the parts," she added.

Suppliers have also expressed concerns about the additional cost of DNA marking.

"But we're willing to accept of the cost of this in the price of the item because it effectively reduces risk," Metz said.

Electronic items such as connectors and resistors also have a high risk of being counterfeited and may be next in line for authentication marking, Metz said. Meanwhile, the agency is reviewing responses to a formal request for information that was released in October asking industry for details about other types of authentication marking.

DLA is also working to establish a software system that detects inconsistencies in suppliers' addresses and buying patterns, similar to the way credit card companies use fraud detection software to show that there's an unusual pattern of spending on a cardholder's account.

Officials have found increasing overlap in cyber security and counterfeit prevention, Metz said.

"You really don't know until you've found a counterfeit and done the investigation if it was just somebody trying to make money or someone being malicious," she said.

Problems with counterfeit parts in the military supply chain became

widely known in 2008 with the release of a Business Week news article detailing how counterfeit computer components were getting into aircraft and ships. In 2009, DLA created the DoD Counterfeit Parts Integrated Project Team to help develop anti-counterfeiting guidance.

DLA's Electronic Product Testing Center has also increased testing of high-risk commodities. And in 2012, the agency released a one-hour computer-based course to help employees with certain job specialties recognize counterfeit parts.

Lawmakers announced during a November 2011 Senate Armed Services Committee hearing that investigators had found about 1,800 cases of suspected counterfeit electronics being sold to the Pentagon, with the total number of parts in those cases being near 1 million. Pentagon officials have said they are unaware of any loss of life or catastrophic mission failure due to counterfeit parts, but Metz said delaying prevention efforts isn't an option.

"The sooner we begin to prevent and aggressively deter counterfeits and the more difficult we make it for counterfeiters, the better we safeguard our warfighters," she said.

WHAT KIND OF TRAINING OR EDUCATION DO YOU NEED?

This was a key question asked by members of the Board of Officers/Advisors and Training and Education Committee at the last meeting on February 12th.

We are trying to establish a stable of courses that may not be provided by other organizations. Original plans are to provide training and education type courses relative to companies, agencies and people who perform services or have requirements relating to acquisition

life cycle.

Our focus would be practical hands-on methodologies developing provisioning and spares data, technical manuals/orders, maintenance plans, supply chain processes, support equipment data, reliability predictions, level of repair analyses, transportability analyses, life cycle costing, and other acquisition processes using real life samples. Our question to you: IS THIS THE WAY TO GO?

We need to hear from you, otherwise we will be wasting our time in developing course work that are not needed in the present procurement environment.

Please contact Lincoln Hallen at education@logisticsengineers.org with your opinions or requirements.

DoD Recognizes 2014 Diminishing Manufacturing Sources and Material Shortages (DMSMS) Achievements

The Deputy Assistant Secretary of Defense for Systems Engineering (DASD(SE)) presented the 2014 Diminishing Manufacturing Sources and Material Shortages (DMSMS) Award to two individuals and five teams and two lifetime achievement awards at the [2014 DMSMS Conference](#). The award recognizes individuals and teams from the government who are most responsible for significant achievements in proactive DMSMS management and implementation. The DMSMS awards are based on achievements in the following areas:

- Exceptional DMSMS management
- Significantly improved and quantifiable readiness levels
- Substantial cost avoidance
- Exceptional warfighter support related to or realized through mitigation of a DMSMS issue
- Creation or implementation of a DMSMS best practice that increases supportability and availability of systems to the warfighter

Many military systems and equipment are part of the DoD inventory for extended periods of time, years and even decades. However as new technology becomes available, manufacturers may no longer support the equipment or component making it more difficult to repair. Mechanical parts may be harder

to purchase because as the demand for these parts decreases, there is less economic incentive to continue to manufacture them. In other instances, the materials required to manufacture a piece of equipment may not be available. DMSMS experts focus on identifying and mitigating the loss or impending loss of manufacturers of items or suppliers of items or raw materials that could put the future operation of a DoD system or subsystem at risk.

The evaluation committee was comprised of the DMSMS Military Service leads and the co-chairs of the DoD DMSMS Working Group. This year, the following individuals and groups are recognized for demonstrating achievement in addressing DMSMS.

Lifetime Achievement

Mr. Charles McQuillan, Project Manager, Virginia-Class Submarine Technology Refresh Integrated Product Team (IPT), Naval Undersea Warfare Center (NUWC), Keyport Division

Ms. Christine Metz, Chief, Technical and Quality Division, Defense Logistics Agency (DLA) Headquarters

Individuals

Mr. John H. Gibson, Deputy Assistant Program Manager for Logistics (DAPML) for DMSMS, E-6B Airborne Strategic Command,

Control and Communications, Naval Air Warfare Center Aircraft Division

Mr. Charles Besore, Lead Electronics Engineer, DMSMS and Generalized Emulation of Microcircuits (GEM) Program Office, DLA Land and Maritime

Teams

Joint Air to Ground Missiles (JAMS) Program Office, Hellfire Missile and M299/MM299 Launchers Obsolescence Management Program, Aviation and Missile Research, Development, and Engineering Center (AMRDEC)

Team Submarine, Obsolescence Information Management and Technical Support Branch, NUWC, Keyport Division

Aircraft Carrier Proactive Obsolescence Improvement Team, Program Executive Office (PEO) Aircraft Carriers, Naval Sea Systems Command

Obsolescence Management Team (OMT), NAVAIR 6.7.2.5 DMSMS Branch, Naval Air Systems Command

Joint Air to Surface Standoff Missile (JASSM) Program Office, Air Force Life Cycle Management Center, Air Force Materiel Command

DoD Seeks Future Technology Via Development Plan

by Amaani Lyle, DoD News, Defense Media Activity

The Defense Department seeks technology and innovative ideas as part of its Long Range Research Development Plan within the Defense Innovation Initiative, a broad effort that examines future capabilities, dominance and strategy, a senior DoD official said Nov. 24.

The newly-released LRRDP Request for Information will provide a way for DoD technology scouts to collaborate with industry, academia, and the general public to explore topics and ideas to better identify the "art of the possible," said Deputy Assistant Secretary of Defense for Systems Engineering Stephen P. Welby.

"We're interested in getting the broadest set of folks, the brightest minds we can find, to come help us on this effort," Welby said. "We're hoping that by casting this wide net, we'll be able to harness the creativity and innovation going on in the broader ecosystem and help us think about the future department in a new way."

Domains of Interest

Specific military domains of interest, he said, include space, undersea technologies, affordable protective systems against precision-guided munitions threats, air dominance and strike capability possibilities, ecologically and biologically inspired ideas and human-computer interaction.

"We expect the topics and ideas that come back will inform our science and technology planning and we're mining that whole space," Welby said.

He described a "small, agile team" of bright government officials who've been charged to engage industry, academia, not-for-profits, small businesses and the general public to help the department explore future possibilities. Inputs will also be accepted from allies and international partners who may have unique perspectives or contributions to the effort.

Officials expect the seven-month study to yield results in time to brief the defense secretary by mid-2015 and influence future budget and offset technology decisions, Welby said

DoD's Future

"The key opportunity out of this whole effort is to start a discussion," he said. "We're asking questions about people, business practices, but particularly ... about technology, what we need to drive the future of the department."

Deputy Secretary of Defense Robert O. Work will oversee the program as part of the overall effort to explore how technology can be incorporated with future DoD strategy and capabilities.

Pentagon officials noted a justified urgency in reviewing the future systems and architectures to maintain dominance over competing investments around the globe.

"There is no better time to look at the long-range strategy we're taking to invest in technologies that will make a difference," Welby said.

Capability Breakthrough in the 1980s

During the 1980s, Welby said, DoD found itself facing the Soviets and recognized there was a better way to confront the issue rather than a "tank-versus-tank" military buildup.

"The big breakthrough in that time period was introduction of precision weapons ... and technology that allowed us to replace quantity with very precise technology-driven capabilities," Welby said.

That, he said, has been the key driver in the way the nation has conducted itself in the national security environment for more than 40 years.

"People have understood our playbook," Welby said.

"Adversaries are now building systems that look to blunt particular United States' advantages and we'd like to revisit that."

Efforts in 1973 included the original Long-Range Research and Development Plan, which ushered in nascent digital technologies, early iterations of global positioning systems and the beginnings of the future Internet.

Today, he said, DoD faces challenges posed by globalization and technologies driven by both the military and commercial sectors.

"We're now asking broader questions like, 'How does the United States maintain its ... lead against the entire path of technology and innovation going on globally?'" Welby said.

Maintaining a compelling U.S. advantage in technology is critical, he said.

DoD's long-range plan, Welby said, will focus on "near-peer competitors," state actors and a broader scope of conventional deterrence, namely key technologies that will enable the protection of U.S. interests and freedom of movement, and deter future aggression into the 2025 timeframe



**New conditions require, for
solution – and new weapons
require, for maximum application –
new and imaginative methods.**

- General Douglas MacArthur

GAO Report: DOD Strategy to Improve Its Asset Visibility

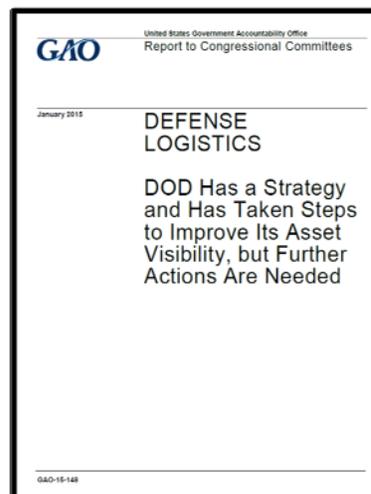
In January 2014, the Department of Defense (DOD) issued its *Strategy for Improving DOD Asset Visibility (Strategy)* and supporting execution plans (SEP), which included five of the seven key elements of a comprehensive strategic plan and partially included the other two elements. For example, the *Strategy* fully includes a comprehensive mission statement; a problem definition, scope, and methodology; goals and objectives; activities, milestones, and performance measures; and organizational roles, responsibilities, and coordination. However, 4 of the 22 SEPs, which outline initiatives intended to improve asset visibility, did not address resources and investments and key external factors. DOD officials told GAO that this information would be added during regular updates to the *Strategy*. Since the *Strategy* was issued, DOD components have begun updating the SEPs to include information such as costs and key external factors that had been missing from the SEPs included in the *Strategy*.

DOD has taken steps to improve its asset visibility, and GAO's assessment is that the department has fully met one of the five criteria for removal from the High-Risk List—leadership commitment—and partially met the other four, as shown in the table below.

Why GAO Did This Study

GAO designated DOD's supply chain management as a high-risk area and in July 2011 found that limitations in asset visibility make it difficult to obtain timely and accurate information on assets that are present in a theater of operations. In 2013, GAO found that DOD had made moderate progress in addressing weaknesses in its supply chain management and identified several actions that DOD should take to strengthen asset visibility, including completing and implementing its strategy for coordinating efforts to improve asset visibility across the department.

This report examined the extent to which DOD has (1) a comprehensive strategy and implementation plans for improving asset visibility; and (2) made improvements in asset visibility that



DOD's asset visibility strategy and implementation plans contain most, but not all, of the key elements of a comprehensive strategic plan, and DOD is taking steps to address the missing information. DOD has taken steps to improve its asset visibility, but additional actions are needed to fully address GAO's high-

meet GAO's criteria for removal from the High-Risk List. GAO reviewed DOD's 2014 *Strategy* and initiatives for improving asset visibility and evaluated DOD's actions to improve asset visibility against GAO's criteria for determining and removing high risk designations.

What GAO Recommends

GAO recommends four actions to improve DOD's management of asset visibility. The actions include, among other things, that DOD include information in its *Strategy* and SEPs on elements used to develop cost estimates; clearly link performance measures for the initiatives and the *Strategy's* goals and objectives; and demonstrate that the initiatives are resulting in measurable outcomes and progress toward meeting the goals and objectives in the *Strategy*. DOD agreed with all the recommendations.

The full report is available at: <http://www.gao.gov/products/GAO-15-148>

Criteria	Description	GAO's assessment ^a
Leadership commitment	Demonstrate strong commitment and top leadership support	●
Capacity	Demonstrate the capacity (i.e., the people and other resources) to resolve the risks	◐◐
Corrective action plan	A corrective action plan exists that defines the root causes and solutions and provides for substantially completing corrective measures, including steps necessary to implement the solutions GAO recommended	◐◐
Monitoring	Program instituted to monitor and independently validate the effectiveness and sustainability of corrective measures	◐◐
Demonstrated progress	Ability to demonstrate progress in having implemented corrective measures and resolving the High-Risk area	◐◐

Legend: ● Fully met ◐ Partially met

^aFully met indicates that all parts of the criterion were fully addressed. Partially met indicates that some, but not all, aspects of the criterion were addressed. Related to demonstrating capacity, DOD has begun to identify the resources and investments required to achieve the *Strategy's* goals and objectives, but the *Strategy* and accompanying SEPs do not include detail on the elements used in developing cost estimates for the individual initiatives. Further, while the *Strategy* and SEPs serve as a corrective-action plan, there is not a clear link between the performance measures for the initiatives and the *Strategy's* goals and objectives, and DOD has not yet developed a process for determining whether implementing its initiatives is helping it to achieve these goals and objectives. Until these criteria are satisfied, the department will have limited ability to demonstrate measurable progress towards achieving progress in improving its asset visibility.

U.S. Air Force Sustainment Center and Lockheed Martin Announce Partnership Agreement

Lockheed Martin and the U.S. Air Force Sustainment Center recently signed a partnership agreement that establishes a common framework and pre-negotiated terms and conditions for long-term partnership work efforts, thereby improving efficiency and readiness to support operations.

With this public-private agreement, Lockheed Martin is enabled to immediately execute specific implementation agreements with the Air Force Sustainment Center (AFSC) and their Air Logistics Complexes (ALCs), reducing costs and allowing for faster implementation of agreements.

"This partnership ties directly into our Cost Effective Readiness initiatives," said Lt. Gen. Bruce Litchfield, Air Force Sustainment Center Commander. "As we continue to make internal improvements

to the way we do business, the next logical step is to develop robust partnerships with industry. We view these partnerships as an opportunity to capitalize on the strengths of our organic enterprise and the defense industry's capabilities. Together we can find win-win solutions that deliver more Air Force readiness at less cost."

Building on Lockheed Martin's expertise delivering relevant capability to Air Force depots since 1992, the agreement improves contract negotiation with a standard partnering process.

"This partnership agreement matures Lockheed Martin's relationship with the AFSC by providing a consistent framework across all ALCs with pre-negotiated terms and conditions," said Lou Kratz, vice president, Logistics and Sustainment at Lockheed Martin. "This

allows us to implement specific work agreements rapidly and efficiently, drawing upon our complementary skills to effectively support our warfighters."

With its headquarters at Tinker Air Force Base, Oklahoma, the Air Force Sustainment Center is one of five specialized centers assigned to the Air Force Materiel Command. Its mission is to sustain weapon system readiness to generate airpower for America.

Headquartered in Bethesda, Maryland, Lockheed Martin is a global security and aerospace company that employs approximately 113,000 people worldwide and is principally engaged in the research, design, development, manufacture, integration and sustainment of advanced technology systems, products and services. The Corporation's net sales for 2013 were \$45.4 billion.

Italy, Turkey Win Big on F-35 Sustainment

By TOM KINGTON

ROME — Italy and Turkey are the big winners in the first wave of F-35 global sustainment competition. Italy's existing final assembly and checkout (FACO) facility at Cameri Air Base in northern Italy will provide heavy airframe maintenance for Europe, with the UK potentially gaining extra business if Italy cannot handle the workload. Turkey, meanwhile, will be the first of three European heavy engine maintenance facilities to come online, eventually followed by Norway and the Netherlands.

Italy and Turkey have been told to have their facilities up and running by 2018.

The assignments were announced Dec. 11 by US Lt. Gen. Chris Bogdan, the F-35 program head. "Heavy" maintenance covers work involving changes or repair to the body of the aircraft, such as a replacement of a bulkhead or the fixing of a wing.

The sustainment plan divides the F-35 customer base into the US, Europe and the Pacific, with regional centers filling different sustainment missions. The program office selects the best bids for each part of the sustainment operation as a cost-controlling method.

Bogdan said that Italy's \$1 billion investment in its assembly line had played a role in the country landing the work. The FACO will now double as a maintenance center.

"Italy was chosen from among many countries as a maintenance hub for all the F-35s flying in Europe, including the US aircraft flying here," said Italian Defense Minister Roberta Pinotti, who added that the decision was an "extraordinary result."

While Italian firm Finmeccanica is now teamed with Lockheed Martin at the site, it is still to be seen how much of the maintenance work at Cameri will be undertaken by US technicians only.

Italy will be the sole provider of the heavy airframe work in Europe — the UK will get that work only if Italy's FACO responsibilities grow to the point the facility has overflow maintenance, Bogdan said.

The decision follows plans laid by the UK to run its own maintenance program in cooperation with Norway.

Turkey will meanwhile have to split the engine maintenance with Norway and the Netherlands. Bogdan's apportioning of formal responsibility for maintenance to Italy contrasts with the less committed attitude shown by Lockheed Martin to Italy's decision to assemble its jets at Cameri.

The Pentagon's vote for Italy may be designed to help mollify political opposition to the program in Italy, which has grown as Rome makes deep cuts in spending to combat an economic crisis.

Italy has already trimmed its order from 131 to 90 aircraft, and last year Parliament voted to suspend orders of the plane. A non-binding motion was then voted this year to halve spending on the program. Nevertheless, Pinotti said in October that more orders for jets would be confirmed this year.

"The choice of Cameri as a hub confirms the belief of the Italian Ministry of Defense that, apart from the fact Italy needs this aircraft, there is also now an opportunity for an economic development, which can only have an impact on opinion here," said

Domenico Rossi, an Italian undersecretary for defense.

Officials at Finmeccanica have also expressed little enthusiasm about a program on which they claim to have gained little high value work.

Finmeccanica CEO Mauro Moretti praised the choice of Cameri in a statement on Dec. 11, but added he hoped "Finmeccanica will also be involved in other high-quality components of the aircraft, such as the avionics and electronics, which would generate further important benefits in terms of new jobs, research and innovation."

Moreover, until maintenance work kicks in, the FACO will be assembling planes at a slower rate than expected, given the cut in Italy's order.

But one analyst said that was a price worth paying. "The real business is the maintenance, and the FACO, which showed Italy's financial commitment, served to get the maintenance work," said Michele Nones, head of the security and defense department at the Istituto Affari Internazionali, a Rome think tank.

"And without the experience of building the FACO, it would have been impossible to handle the maintenance because the aircraft is so complex," he added.

Maintenance work would finally provide Italy the work share it has called for, he added. "It is estimated that three times more staff will work on maintenance than on assembly," said Nones, "and

Performance-Based Logistics

by Beth Reece

The more often a part breaks, the more the supplier's cash register rings. This used to be the norm under traditional contract agreements between the Defense Department and commercial industry. But a new business model that gives contractors partial responsibility for material readiness is expected to yield a 15 to 20 percent savings for DoD without sacrificing industry's profit.

The military services are already using the model, called performance-based logistics, to improve support for such components as aircraft engines and tires. Now, the Defense Logistics Agency is working to combine multiple service contracts for similar items into a single PBL arrangement that supports all the services.

"If the services have their own PBLs, then they still have separate supply chains, separate warehouses and separate repair processes. DLA has the opportunity to bring all of these together and save the services a great deal of money," said Gerry Tonoff, lead strategist for DLA Acquisition's PBL Program Office.

Under traditional contract structures, the military services are responsible for determining the type and quantity of parts they need, as well as making repairs, while the contractors only have to supply parts. PBL contracts differ by putting contractors in charge of knowing what parts are needed for the types of repair work.

"The inherent incentive for the supplier is that if they can make equipment more reliable so that it spends less time at the shop for repairs, their costs will go down and their profit margin will increase. The military has already seen a rise in readiness rates for equipment under these types of contracts," said Navy Capt. John Spicer, who oversees DLA's PBL Program Office.

Performance-based logistics contracts comply with legislation mandating that at least 50 percent of repair work is done at military maintenance facilities.

"We're not pulling work out of our depots. Most of the work is done through what we call a public-private partnership, and there are various versions of that, but the most successful PBLs have been done where the depot is essentially a subcontractor to the industry partner," Tonoff said.

Despite an initial fear of job losses, mechanics at military depots agree the arrangement leads to far fewer backorders and quicker turnaround times, Spicer added.

"Industry will, in many cases, have our artisans overhaul an entire unit from front to back because they know it will increase reliability," he said. "The artisans are very happy because they're getting to do repairs the way they always wanted to."

Tonoff and Spicer have advocated performance-based logistics since the late 1990s, when they served on a team at Naval Inventory Control Point Philadelphia that established one of the military's first PBL contracts. The contract was designed to increase the availability of auxiliary power units, self-contained generators that are used to start aircraft engines. The readiness

rate for the units should have been at 85 percent, but had dropped to 60 percent, and in some cases even lower, Tonoff said.

The Navy went to commercial airlines in search of a solution and noticed Southwest Airlines' maintenance service agreement with commercial industry worked well for both the airline and its suppliers. The agreement entailed Southwest paying a fixed amount of money per flight hour with the expectation that repair parts would always be available when needed.

After adjusting the model slightly so it applied to military logistics, the Navy awarded a PBL contract for logistics support of its auxiliary power units to Honeywell in June 2000.

"Honeywell increased the reliability and availability of APUs for less than we previously paid, and repair time quickly dropped to about half of what it used to be," Spicer said.

DLA is currently working to combine separate service contracts for Honeywell APUs, wheels, brakes and other components into one PBL contract. The effort is expected to save DoD about 20 percent of what it's now paying, he added.

The agency is also looking for similar savings for the T700 aircraft engine used in several helicopters.

"There are nine contracts among the services to support that one aircraft engine, plus some DLA contracts. That sounds like someone put together a bunch of contracts without thinking it through, but nobody did it for nefarious reasons. Somebody saw a problem and put a contract in place to solve it," Spicer said. "As long as there's plenty of money to go around, industry is happy to do business that way. But now, they see the budget is coming down and they need to partner with us in creating efficiencies."

DLA officials expect to soon finish training employees at primary-level field activities on the benefits of PBL contracts and the steps required to create them. But the shift to a joint solution will require additional collaboration with the services, DLA Troop Support Deputy Commander Richard Ellis said.

Like Tonoff and Spicer, Ellis helped create PBLs for Navy Inventory Control Point Philadelphia during the end of his active-duty career.

"The direction back then was for us to work these PBLs across the services, but we had some real challenges because each service approached PBLs from a different perspective," he said.

While the Air Force wanted to maintain control of what got repaired and when, for example, the Navy wanted the contractor to make those decisions so that if the contractor failed to meet requirements the service wouldn't be at fault, he continued.

Finding a common solution for all of the services is more important now than ever, Ellis said, "especially in this budget-constrained environment we're in."

Transitioning to a joint-service, performance-based logistics support strategy will require a culture change for DLA employees and customers alike, Tonoff agreed.

"But we know it's a successful business model," he said, "and we've seen the proof that it benefits both DoD and industry."

Coast Guard Cutter Helps Free Fishing Vessel Crew from Antarctic Ice

Aaron Mehta in Washington contributed to this report. A fishing vessel trapped in Antarctic ice 900-miles northeast of McMurdo Sound, Antarctica, for nearly two weeks is free following an international rescue operation that ended successfully Sunday. The Antarctic Chieftain, an Australian-flagged fishing vessel, was rescued by the 150-person crew of the U.S. Coast Guard Cutter Polar Star.

The rescue operation spanned more than 860 miles and required the crew to break through 150 miles of thick Antarctic ice and navigate around icebergs that were miles wide.

"We are proud of the commitment and dedication of the Coast Guardsmen aboard Polar Star, but most importantly, we are grateful they were able to safely reach Antarctic Chieftain and rescue 26 people in distress," said Vice Adm. Charles W. Ray, Pacific Area commander. "This was a complex and dangerous rescue mission; however, the crew rose to the challenge, and they exemplify the Coast Guard's Core Values of Honor, Respect and Devotion to Duty and our service's commitment to excellence."

The crew navigated through difficult weather conditions during the five-day rescue operation including heavy snow fall, high winds and extreme ice conditions. Coast Guardsmen aboard the Polar Star reported whiteout snow conditions early in the operation, and they were required to break through ice that had built up over several years making it extremely thick.

"I doubt any medium icebreaker could have made the rescue since we had to go on turbine to get through the multiyear ice that appeared to be as thick as 20 feet in places. The amount of icebergs in the region suggested that the area was extremely hazardous to navigation," said Capt. Matthew Walker, the commanding officer of Cutter Polar Star. "This rescue demonstrates the importance of our nation's only active heavy icebreaker in the Polar Regions."

Antarctic Chieftain damaged three of its four propeller blades in the ice, which

required the Coast Guardsmen aboard Polar Star to tow the vessel through about 60-miles of ice into open water. Towing the 207-foot fishing vessel through heavy ice placed varying strain on the tow line, which broke three times during the rescue mission. Once in open water, the Antarctic Chieftain was able to maneuver under its own power. The crew of the fishing vessel Janas will escort the Antarctic Chieftain to Nelson, New Zealand.

"There were some very happy sailors aboard Antarctic Chieftain upon our arrival," said Walker. "The ice conditions that we found the fishermen in were dire, more so if Antarctic Chieftain had to stay much longer."

Coast Guardsmen reached the crew of the fishing vessel Friday after traveling across more than 150 miles of ice. The fishermen requested assistance from Rescue Coordination Centre New Zealand Tuesday evening after becoming trapped in the ice. RCC New Zealand requested U.S. Coast Guard Cutter Polar Star, home ported in Seattle, to respond to the Antarctic Chieftain's request for assistance. The crew of Polar Star was deployed to McMurdo

Station, Antarctica, as part of Operation Deep Freeze, which provides military logistical support to the U.S. Antarctic Program managed by the National Science Foundation

The crew of Polar Star will continue their journey home to Seattle. The Polar Star is the nation's only heavy icebreaker capable of operating in the thick Antarctic ice for a mission such as breaking out the Antarctic Chieftain or clearing McMurdo Sound for the annual resupply of McMurdo Station. The 399-foot cutter is one of the largest ships in the Coast Guard and one of the world's most powerful non-nuclear icebreakers.

For video and photos of Polar Star's recent operations in support of the National Science Foundation's Antarctic program in McMurdo Sound, please go to

<https://www.dvidshub.net/portfolio/1099389/george-degener#.VNvpe1qYnGx>.

To review the cutter's blog posts about their journey please go to <http://coastguard.dodlive.mil/tag/operation-deep-freeze-2015/>.



The Coast Guard Cutter Polar Star, a high-endurance icebreaker home-ported in Seattle, sits on the ice in the Ross Sea near Antarctica while underway in support of Operation Deep Freeze 2015, Jan. 9, 2015. Deep Freeze is a multi-agency operation, the military component of the U.S. Antarctic program, which is managed by the National Science Foundation. (U.S. Coast Guard photo by Petty Officer 1st Class George Degener)

Italy, Turkey Win Big on F-35 Sustainment - Continued from page 12

there will be 500 aircraft flying in Europe, each one requiring a total revision every five years.”

It is unclear whether Italy or Turkey will come online first, but Bogdan indicated they would be up and running within a few years of Turkey’s operations going live. Over the summer, Norway signed an agreement with engine-maker Pratt & Whitney in what a government official openly said was an early play to try to win the engine sustainment piece.

The decision to have three nations in Europe do the engine maintenance was one of cost, Bogdan explained, noting that no nation was willing to produce more than one engine test cell — a costly but key part of any engine maintenance program. With the Pentagon estimating that Europe needs three test cells, dividing the work among three countries was the logical conclusion.

It also gives Bogdan a chance to compete the three nations against each other. While each country is guaranteed a minimum amount of work that matches the number of F-35 jets purchased domestically, the work from other regional nations will be competed based on price, capability and workmanship.

A press release from the Norwegian government confirmed the work would be done by AIM Norway, a state-owned enterprise.

“I am very pleased by this decision, and it proves yet again how Norwegian industry is widely recognized for the quality and skill that they

continue to deliver to the F-35” said Øystein Bø, Norwegian state secretary for defense, said in a government statement. “This is also a clear result of the comprehensive, and long standing efforts by the Ministry of Defence to help promote Norwegian industry within the F-35 program.”

Bogdan did not have numbers at hand for how much work each country would get in the coming years, but said the overall global sustainment plan will involve “hundreds of billions” of dollars in the next 40 years. Some estimates put the F-35 sustainment market as growing to \$1.9 billion by 2022.

The general added that the Pacific region choices would be announced the week of Dec. 14. Australia is a partner on the program, while Japan and South

Korea are foreign military sales customers. Japan is also standing up its own FACO, and so like Italy, could have an edge on the airframe maintenance part of the competition.

In addition to the competition over sustainment, Bogdan told Defense News on Dec. 4 that he wants to see greater competition in the training and simulation realm for the stealthy jet. He also emphasized that in the coming years more sustainment work would be pushed out to the partner nations for competition.

“There is still much work to be had,” Bogdan said.



Big Winner: The existing final assembly and checkout facility at Cameri Air Base in northern Italy has been selected to provide heavy airframe maintenance for all F-35s in Europe. (Italian Air Force)

The Council of Logistics Engineering Professionals



<http://logisticsengineers.org>

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Do you have a need for workshops on particular subjects, job assistance, or filling job requirements on a program within your organization? We can help. Contact us by email, phone, or stop by our web site at

<http://logisticsengineers.org> and let us know how we can assist or serve you better.

We also need your help. As we have begun our new program year, we need volunteers to serve on our committees. If you have a talent in a particular area and would like to participate on a committee, please contact us.

If you would like to submit an article for our newsletter, please contact Bill Horne (communications@logisticsengineers.org).



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The Council of Logistics Engineering Professionals is a professional organization composed of individuals devoted to enhancing logistics technology, education, and management. For membership information or if you are interested in starting a Chapter in your area, contact Scott Juneac (membership@logisticsengineers.org) or Bill Horne (bhorne1@cox.net).