

AR Today



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July/August 1998

New DUSD (AR) Stan Soloway

Stan Soloway has been a public affairs and public policy consultant for 20 years. During that time, he has provided issue, policy, and political guidance to a wide range of companies and associations.

Among the issue areas in which he has developed particular expertise are government contracting, acquisition policies, outsourcing, and privatization. He has worked extensively on those issues with the Office of Management and Budget, Office of Federal Procurement Policy and a number of Federal agencies, including the Department of Defense and GSA. In addition, he has worked with a broad cross-section of Congress, including the committees with jurisdiction for defense, procurement, and related issues. Among the initiatives and issues on which he has been particularly active are the Federal Acquisition Streamlining Act, the

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Stan Soloway

AR Week III

Kickoff Ceremony

The ominous clouds above Washington, DC, on May 4th couldn't dampen the excitement of the hundreds of DoD acquisition professionals turning out for Acquisition Reform Week III.

Assembling in the Pentagon Courtyard, everyone came to attention at 0900 as the Air Force Band struck up with *The Star-Spangled Banner* and the Armed Forces Color Guard began marching across the lawn.

Acquisition reform professionals have a lot to celebrate. But this was not a week to look backwards. All the distinguished speakers, William Cohen, Secretary of Defense; Dr. Jacques Gansler, Under Secretary of Defense (Acquisition & Technology); and General Dennis Reimer, Chief of Staff, United States Army, urged the acquisition community to continue their efforts to make the DoD a world-class buyer.

In keeping with this year's AR Week theme, *Leading and Embracing Change: Institutionalizing and Accelerating Acquisition Reform*, Dr. Gansler told the crowd that "The next phase of acquisition reform will expand on current and past efforts to revolutionize the way we do business." Gansler continued, "To achieve success in this next round of reform...we must deal with government cost accounting and auditing requirements. Given our status as the world's largest single purchaser of goods and services, we must take every action required to assure that we receive world-class products and services at the best prices and the highest quality, from as broad an industrial base as possible."

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Secretary Cohen Sends a Message

Acquisition reform is "critical to strong defense in the 21st century," said Secretary of Defense William S. Cohen during the AR Week III kickoff ceremony at the Pentagon on 4 May.

"For years, our acquisition system was sliding toward collapse. Suppliers were shackled by overly prescriptive specifications and purchasing rules. Buyers were bound by senseless red tape. And when Americans saw what it cost, they saw red."

Cohen credits leaders such as Bill Perry, Paul Kaminski, Noel Longuemare, Gil Decker, Art Money, John Douglass, and Jacques Gansler with "doing what many said never could be done: genuine reform of the Pentagon's acquisition system."

"We also owe our progress to the support of President Clinton, Vice President Gore, and Congress. And of course, we owe our progress to you – our acquisition workforce."

Cohen pointed out that this is a time of rapid change in both politics and technology. To keep up, "we need to build a force of the future. We need a force that seizes on the Revolution in Military Affairs and uses those tech-

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Letters to the Editor

Dear AR Today:

Your March/April *AR Today* bulletin highlighted savings on page 8 in the DoD travel procedures. I might mention one additional savings we use in industry when we attend industry/society standards meetings. I stay at the hotel where the meetings are held and take a shuttle from the airport to the hotel. This way I save on car rental, parking, etc. I see most of our government representatives stay at a lower cost hotel outside our meeting area and rent cars. I can't believe this offers the government savings in the long run. Give it some consideration.

James C. Miller
Deere & Company
Chairman, SAE FCCTC Committee

Dear AR Today:

The article on the back page (DoD in the Dilbert Book) was very interesting. However, the final note about DoD travel may not apply to any employee who is serviced by the DFAS installation in St. Louis. The average time for them to process a travel claim is six (yes, six) weeks from the time they receive the voucher. We are required to pay our AMEX accounts in prompt fashion, yet we have to put up with DFAS operating at a snail's pace.

Gene Grant



Dear AR Today:

First, thanks for sending me your timely and informative publication, *AR Today*.

Second, although I know they probably exist in many locations, I'm looking for one place that gives me a clear, concise definition of all the Acquisition Reform components as mentioned in the article on "Pilot Programs: Verdict Is In," in your Jan/Feb 98 *AR Today*. These are, of course, single process initiatives, . . . performance-based contracting, . . . reduced government oversight, . . . etc.

Thanks for your help.

A.G. (Tony) Pepper
Aeronautical Systems Center
WPAFB

Editors Note: The information can be found on the AR web site (www.acq.osd.mil/ar). Check the "Hot" and "Topics" sections, or the archived policy documents in the "Reference Library."

Encouraging Agencies to Share Nicely

Piggybacking on other agencies' service contracts is not new. But interest in this practice was given a big push with the passage of the Clinger-Cohen Act of 1996 and its coverage on multiagency/GWAC contracts (see Definitions box).

About a year ago, the Director of the Office of Management and Budget, Franklin D. Raines, provided federal agencies with guidance concerning the use of multiagency contracts for information technology. In these "Raines Rules," he said agencies "may permit use of their contracts by other agencies and award contracts for multiagency use. . . . multiagency contracts permit aggregation of agency demand to encourage vendors to offer the best possible prices, and serve to reduce the overhead associated with multiple acquisitions, particularly by smaller agencies."

Skip ahead to September of last year, when program managers representing four prominent multiagency/GWAC contracts agreed on common principles, included in the Multiagency/GWAC Program Managers Compact, to guide their conduct as they manage their contracts.

The four are: Mary L. Sloper, Program Manager, Defense Enterprise Integration Services II; Leamon Lee, Program Manager for the National Institutes of Health Information Technology Acquisition and Assessment Center; Richard A. Lieber, Program Manager for the Information Technology Omnibus Procurement, Department of Transportation, Transportation Administrative Services Center; and Charles Self, Program Manager for GSA's Federal Systems Integration and Management Support Center.

The Compact's high points are:

Multiagency contracts and GWACs "enable agencies to further leverage government buying power and satisfy their requirements using contract vehicles issued by other agencies."

How to Reach AR-Today

Do you have an Acquisition Reform success story? Please send comments, letters, articles, ideas for photos, and notices of upcoming events to:

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E-mail: ar_today@sra.com
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"In order to affirm a commitment to sound competition and other contracting philosophies, and to improve the processes associated with these vehicles," the Program Managers agreed to adhere to certain principles, including, among others:

- Assess the potential magnitude of interagency orders to ensure that they have adequate resources to properly administer the combined resultant workload.
- Provide electronic access to sufficient information to minimize the burden of using these contracts.
- Use small businesses (including small disadvantaged and women-owned businesses) whenever possible at the prime or subcontract levels.
- Define ordering processes that are easy to understand and that emphasize streamlined procedures and electronic processes.

Definitions

Requesting agency: A federal agency that needs a service.

Servicing agency: A federal agency providing a service.

Multiagency contract: A multiple award task order contract that provides for a requesting agency to receive information technology or other services from a servicing agency that already has, or plans to, a contract award for such services.

Governmentwide agency contract (GWAC): A multiple award task order contract that provides for a requesting agency that needs information technology services to obtain them from a servicing agency that contracted for them before August 7, 1996, under authority issued by GSA under the Brooks Act, or after being designated as an executive agent by OMB under the Clinger-Cohen Act.

Soloway

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Clinger-Cohen Act, the rewrite of FAR Part 15, contract bundling, the Service Contract Act, OMB Circular A-76, and the full range of issues related to outsourcing and privatization.

At the Contract Services Association of America (CSA), his principal client for the last seven years, Soloway's role was to assist the CSA President in overseeing the association's public affairs and public policy activities. In that capacity, he worked closely with the association's Legislative, Procurement and Political Action Committees on a broad array of issues of concern to the CSA membership. He represented CSA on key coalitions and initiatives focused on acquisition reform and general procurement issues (as a founding member of the Acquisition Reform Working Group (ARWG) and a member of the Operating Committee of the Council of Defense and Space Industry Association (CODSIA)). He also worked on privatization and outsourcing (as a founder of the Government Competition Coalition, and as Chairman of the Industry Depot Coalition). Soloway worked closely with the CSA President and the

CSA Executive Committee on long range strategic planning matters.

In addition to his work with CSA, Soloway has assisted various individual companies on policy matters, market and contract issues. He has also been a frequent speaker on outsourcing and procurement issues at events including: The 1997 DoD Procurement Conference, The 1997 Federal Bar Association Western Briefing Conference, the Irish Trade Board conference on "Doing Business With The U.S. Government" in Dublin, 1995, and numerous industry events.

Soloway is also an experienced film and television producer. He has written and produced films and videos for various clients on subjects ranging from the preservation of sculpture to transportation policy. He has also developed and/or produced programming for local, national and international television, including the PBS series "Great Confrontations at the Oxford Union," and the syndicated special "After the Handshake: The Israel/PLO Accords," a townhall meeting hosted by Marvin Kalb.

Soloway graduated from Denison University (1975, B.A./Pol. Sci.), where he was elected to the National Men's Leadership, National Journalism, and National Political Science honoraria.

AR Week III

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With over 35 exhibit booths set up in the courtyard including Boeing, Lockheed Martin and Rockwell Collins, attendees could find out what the major industrial players are planning for the 21st century. Flight simulators, a

model of the new attack submarine by Electric Boat, and an advanced amphibious assault vehicle were just a few of the items on display.

Part of the ceremony included the presentation of the David Packard Awards. The Packard Award, named

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Secretary of Defense William S. Cohen addressing the crowd during the AR Week III kickoff ceremony held at the Pentagon on 4 May.

AR Week III

Kickoff Ceremony

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after former Deputy Secretary David Packard, recognizes DoD teams that have made highly significant contributions demonstrating exemplary innovation and acquisition best practices.

The award recipients are:

- The Advanced Amphibious Assault Vehicle Team, USMC, which achieved significant reduction in Total Ownership Cost through implementation of Cost as an Independent Variable, Integrated Product and Process Development, and Virtual Prototyping.
- The Army Purchase Card Program Team was recognized for its dedicated efforts to reengineer the acquisition process, providing tools for Army personnel to make purchases better, faster and cheaper.
- The Integrated Program Management Initiative Joint Team imple-

mented a shift in Earned Value Management ownership and responsibility from government to industry and has created a recognized international best practice.

- The Navy's New Attack Submarine Program Office is the first major program to implement the Integrated Product and Process Development method for complex warship system development and design.
- The United States Special Operations Command's Naval Special Warfare Rigid Inflatable Boat Program Team pioneered revolutionary Test and Evaluation Methods to fulfill Naval Special Warfare's urgent need for Combatant Craft Systems.

The ceremony was an exciting beginning to a week of activities, events and forums designed to institutionalize and accelerate acquisition reform. This success traveled far beyond the walls of the Pentagon. Commands across the country joined the reform evolution.

DSMC 15th Annual Symposium

Ft. Belvoir, VA—The rolling green of Northern Virginia played host to the 15th Annual Defense Systems Management College Alumni Association Symposium June 23 through 25. Acquisition and contracting professionals from government and industry flew in from across the country to the DSMC main campus to learn about the state of the college and the DoD acquisition workforce.

Frank Varacalli and Lyn Dellinger, President and Vice President of the Alumni Association, respectively, welcomed about 300 people on Tuesday morning.

Immediately following the opening remarks was BG Edward Hirsch, USA (Ret), speaking on the accomplishments of the college. The goal, Hirsch said, has been to “develop [the forces] so warfighters can fight and win quickly with a minimum loss of American lives.” He went on to say that the training has paid off. “Promotion rates in

the Air Force are up 27% after taking the DSMC Program Management Course.” Hirsch mentioned that as early as 1979 the DSMC commandant advocated commercial practices. Also, DSMC saw the need to have computer technology in the classroom in 1980.

RADM Leonard Vincent, SC, USN, Commandant, DSMC, spoke on the state of the college. The DSMC goals are, “To fulfill the acquisition management learning needs of customers, enable our people to operate as world-class teams, to serve as an institutional change agent and to exploit technology to maximize effectiveness.” As Commandant, his plans for the college are to “stretch the limits of learning” and to “instill a sense of urgency for change” throughout DoD.

A panel discussion on “The Acquisition Workforce in the 21st Century” was of great interest to the attendees. Panelists were Mr. Keith Charles, Deputy

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Secretary Cohen Sends a Message

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nological advances to dominate the entire battlespace. We need forces that will be more rapidly deployable, more agile, and more lethal.”

Cohen pledged to fully support the workforce as they try new approaches. “Reforming our acquisition system is not a risk-free enterprise. As you innovate and improve, there will be times when honest mistakes will be made. But even when that happens, the DoD leadership will still back up these goals 110 percent. We want you to be thinking about pursuing experiments, not punishing errors. If we are successful in empowering you to fight these problems, then you will be successful in empowering our warfighters with combat superiority.”

Citing the National Journal, Cohen praised the Air Force for cutting the number of pages in its acquisition instructions by 64 percent; the Army for cutting its specifications and standards from 12,000 down to 2,000—an 84 percent reduction; and the Marines for cutting costs and shortening response times in the development of the amphibious assault vehicle.

“And the success stories go on,” he said. “The Navy saved more than \$2 million in its upgrade of the F-14 Tomcat last year by tightening its planning process and monitoring the progress of work rather than the time elapsed or money spent. I think David Packard would be proud of that type of effort. It's in the finest spirit of his management philosophy and it represents the attitude we want to inculcate throughout the department.”

“David Packard's credo was: ‘Get the best people, stress the importance of teamwork, and fire them up with the will to win.’ “

“That is a good summation of what this event is about. I am very proud of the men and women we have assembled for these awards today. They have proven the value of teamwork. And their will to win should light a fire in us all.”

1998 Packard Awards

AR Today congratulates the winners of the Packard Awards for 1998! Pictured with the winning teams are Secretary of Defense William Cohen and Under Secretary for Acquisition and Technology, Dr. Jacques Gansler.



The Army Purchase Card Program Team was recognized for its dedicated efforts to reengineer the acquisition process, providing tools for Army personnel to make purchases better, faster, and cheaper.



The USMC Advanced Amphibious Assault Vehicle Team was cited for significant reduction in Total Ownership Cost through implementation of Cost as an Independent Variable, Integrated Product and Process Development, and Virtual Prototyping.



The Integrated Program Management Initiative Joint Team implemented a shift in Earned Value Management ownership and responsibility from government to industry and has created a recognized international best practice.



The United States Special Operations Command's Naval Special Warfare Rigid Inflatable Boat Program Team pioneered revolutionary Test and Evaluation methods to fulfill Naval Special Warfare's urgent need for Combatant Craft Systems.



The New Attack Submarine Program Office Team is the first major program to implement the Integrated Product and Process Development method for complex warship system development and design.

AR News Roundup

7th Annual NSWCDD Small Business Opportunity Fair & Technology Exposition

More than 60 exhibitors were on hand featuring the latest technologies, hardware, software, products, and services relevant to the Dahlgren community at the 7th Annual NSWCDD Small Business/Prime Contractor Opportunity Fair & Technology Exposition. The fair was held on Wednesday, June 3, 1998, in Dahlgren, VA.

The Naval Surface Warfare Center Dahlgren Division has enjoyed great success in the past, and the 1998 Exposition was no exception.

This year's event featured a wide array of product and service demonstrations including: video teleconferencing, internet and intranet services, laptops/notebooks/desktops, multimedia applications, presentations systems, networking applications/integration, engineering services, precision machining, software simulation, color/laser printers, deployable

equipment, imaging, software/hardware, and much more. Highlighted at the Exposition were small businesses and government contractors from around the country as well as those from the Washington, DC area. The office of the Deputy for Small Business sponsored this event.

Find out about next year's Exposition and other small business news at <http://www.nsb.org>, the website of the National Small Business Council.

Maj Gen Robert F. Raggio Nominated To Command ASC

President Clinton recently nominated Maj. Gen. Robert F. Raggio to command the Air Force Aeronautical Systems Center(ASC). He succeeds Lt. Gen. Kenneth E. Eickmann, who retired June 1st.

In addition to the command nomination, the President recommended that the Senate approve General Raggio's promotion to Lieutenant General.

General Raggio is currently stationed at the Pentagon as the program executive officer for fighter and bomber programs in the Office of the Assistant Secretary of the Air Force for Acquisition. He is responsible for all acquisition activities on the F-22 Raptor, F-16 Fighting Falcon, F-15 Eagle, B-2 Spirit and B1-B Lancer programs, all of which are managed by ASC.

General Raggio served in several positions at Wright-Patterson AFB, the home of ASC, including program director for the F-22, Aircraft, and Systems program offices; test pilot and commander of the 4950th Test Wing; and division chief for F-15 Foreign Military Sales.

He entered the Air Force in 1966 as a distinguished graduate of the Montana State University Reserve Officer Training Corps (ROTC) program. As a C-141 Starlifter pilot, Raggio flew global airlift missions in Europe and the Far East, including Vietnam. He flew more than 150 combat rescue missions in the HH-43 helicopter from bases in Vietnam and Thailand.

UPCOMING EVENTS

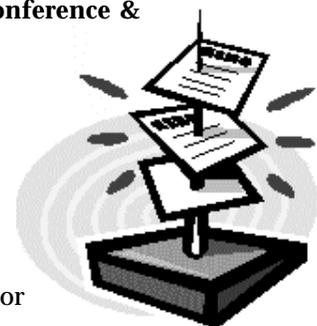
NDIA & DSMC present the **Defense Systems Acquisition Management XXVIII** (course #804), scheduled for **27-31 July 1998**. This course is for defense industry PMs and mid-level AEs. For more information, call 703-522-1820, e:mail khase@ndia.org or visit <http://www.adpa.org/events/brochure/804/804.htm>

The Society of Logistics Engineers will host the **1998 SOLE International Logistics Conference & Exhibition** on **25-27 August 1998**, in Seattle, WA. For more information, visit <http://www.telebyte.com/atsg/sole98.html>

The **Logistics Reform Focus Day II** is scheduled for **1 October 1998**, in the Pentagon courtyard. The proposed theme is Seamless Support for the 21st century warfighter. For more information, contact Linda Heine, ADUSD (CLIO), 703-697-9023.

The Performance Management Association's **10th Annual Cost Schedule Performance Management Conference** is planned for **18-22 October 1998**, in Tysons Corner, VA. For more information, visit <http://www.erols.com/pmafirst/#events>

The **21st Century Commerce Convention & CALS Expo International** is scheduled for **26-29 October 1998**, in Long Beach, CA. The theme is Global Business Solutions for the New Millennium. For more information, visit <http://www.adpa.org/21stcentury/default.htm>



AR Week Reports From Hawaii

Government and industry representatives in Hawaii marked AR Week with a nine and one-half hour marathon session bringing everyone up to speed on AR and issuing new challenges.

More than 425 acquisition professionals spent all day on Tuesday, May 5, at the Joint Hawaii Acquisition Reform Week III conference listening to this dynamic lineup:

- Dave Musio, Office of Federal Procurement Policy, discussed AR from a global perspective.
- Mark Lumer, US Army Space and Missile Defense Command, spoke on "So You Think You Know the New FAR?"
- LTC (P) Charles F. Vondra, Military Assistant to the Deputy Under Secretary of Defense (AR), spoke on the current state of acquisition reform in the DoD.
- Consultant Philip Salmeri discussed "Streamlined Best Value Procurement."
- David Kuckelman, a partner in Seyfarth, Shaw, Fairweather and Geraldson, addressed "GAO and ASBCA Decisions Relating to Acquisition Reform."
- Attorney Joel Feidelman discussed oral presentations.

DSMC Symposium

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for Plans, Programs and Policy, Office of the Assistant Secretary of the Army; Hon. John Douglass, Assistant Secretary of the Navy; Mr. Joe Diamond, Chief, Acquisition Career Management and Resource Division, Office of the Assistant Secretary of the Air Force; and Mr. Stan Soloway, Deputy Under Secretary of Defense (Acquisition Reform) and moderator.

Secretary Douglass admitted the Navy acquisition corps has 50% fewer people than in 1989. "With the op-

tempo higher for forward units," he said "we will need to maintain numbers or we will lose technical competency."

Mr. Charles and Mr. Diamond both acknowledged that the acquisition corps structure is shifting. Diamond said the Air Force would establish a "corporate structure." Mr. Soloway said that the structure must be redefined. "This is not the time to 'salami slice' the workforce," he said.

The panelists happily answered many questions from the audience—many of who were in the very organizations these gentlemen represent.

"Developing the people who develop the systems" was the subject of the symposium but, as RADM Vincent said, "contract professionals can make mistakes and they need to know they will be supported if that happens."

The symposium included four "workshop" sessions, chances to learn about acquisition related topics in a classroom setting. Some of the topics included: USAF Acquisition Reform Success, International T&E, O&S Cost Reduction, Open Systems, CAIV, and DoD Acquisition Reform Success.

Also, the Wednesday night banquet featured a speech from Mr. Norm Augustine, Chairman of Lockheed Martin and former Under Secretary of the Army.

RADM Frederick Lewis, USN (Ret), addressed the issue of training today's workforce. Currently the Executive Director of the National Training Systems Association, he said that the future of training consists of simulation, modeling and distance learning. "Training the military is tough with declining budgets and higher cost items," he said. Right now, there are not enough resources—read dollars—to maintain readiness using live rounds and combat machines. He suggested that the Services review the examples set by Boeing and Sikorsky. Those companies use simulators to test designs and train pilots.

The DSMCAA symposium was an information filled three days. Many attendees felt they had learned a great deal and were pleased with the workshop sessions and the speakers.

AR ON-LINE

What's Up in the AR Community? Visit These HOT Association Sites!

The **Defense Systems Management College Alumni Association (DSMCAA)** web site at <http://www.cais.com/dsmcaa> is a great source for acquisition expertise! Check out the new Acquisition Tools and Resources section.

The **National Contract Management Association (NCMA)** web site at <http://www.ncmahq.org> contains The Career Center and The Solution Store, as well as a page for Special Topic Committees. Be sure to stop by "What's New in Contracting."

The **National Defense Industrial Association (NDIA)**, formerly the ADPA/NSIA, web site at <http://www.adpa.org> highlights lessons learned in its Association News section. It also has an Interactive Discussion Group and Virtual Conference Center.

The **Society of Logistics Engineers (SOLE)** web site at <http://www.sole.org> posts the latest logistics policy, papers and ideas. They also have "LOGTalk" -- an on-line discussion group.

Other AR Sites

These and all web sites spotlighted in this column can be directly linked from our "Other Sites" page on the DUSD(AR) web site (<http://www.acq.osd.mil/ar/ar.htm>). It's the most comprehensive listing of AR-related sites anywhere on the web...

Bookmark it!

But Does It Work in the Field?

AR was initiated to support the warfighter more efficiently and at lower cost. But the key phrase in that mission is still "support the warfighter." All the AR in the world is useless if the results don't work in the field.

A dozen people from industry and the Office of the Deputy Under Secretary of Defense (AR) recently made a short field trip to check on the results of one piece of the AR picture. They visited Norfolk Naval Shipyard in Portsmouth, VA, and the USS Enterprise (cruising off the East coast) to see for themselves the results of industry-government teamwork in an operational environment.

"It is through an experience like this that the participants are able to see how the entire logistics and acquisition system comes together to build, repair, sustain and operate a fielded force," said LTC (P) Charles F. Vondra, acquisition reform staff officer. "The ultimate objective is to continue the process of better understanding how government requirements are generated, as well as how these requirements can best be met by industry."

"This visit has particular value in relation to current issues such as civil/military industrial base integration,

outsourcing, contractor logistics support, commercialization, and landmark changes in priorities and policies of DoD," Vondra said.

Participants were Donna Richbourg, then Acting Deputy Under Secretary of Defense (Acquisition Reform); Stan Soloway, then a consultant to ODUSD (AR); Col. Joseph Murray, Military Deputy, ODUSD (AR); senior acquisition reform staff analysts Judy Curtis, Skip Hawthorne and LeAntha Sumpter; Dennis W. Groh, vice president of business development, Boeing Information Services; David M. Clementz, president, Chevron Information Technology; Donald H. Emero, retired vice president of engineering, Boeing Company; Leo R. Orenstein, president, Integrated Logistics Inc.; Dr. Diane R. Murphy, president, Information Technology Management Institute; and Vondra.



"Feedback has been very positive," Vondra said. Discussions with shipboard maintenance and procurement personnel gave the visitors a unique perspective on the challenges involved in supporting an aircraft carrier, and on how the logistics and acquisition functions merge to support the warfighter.



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