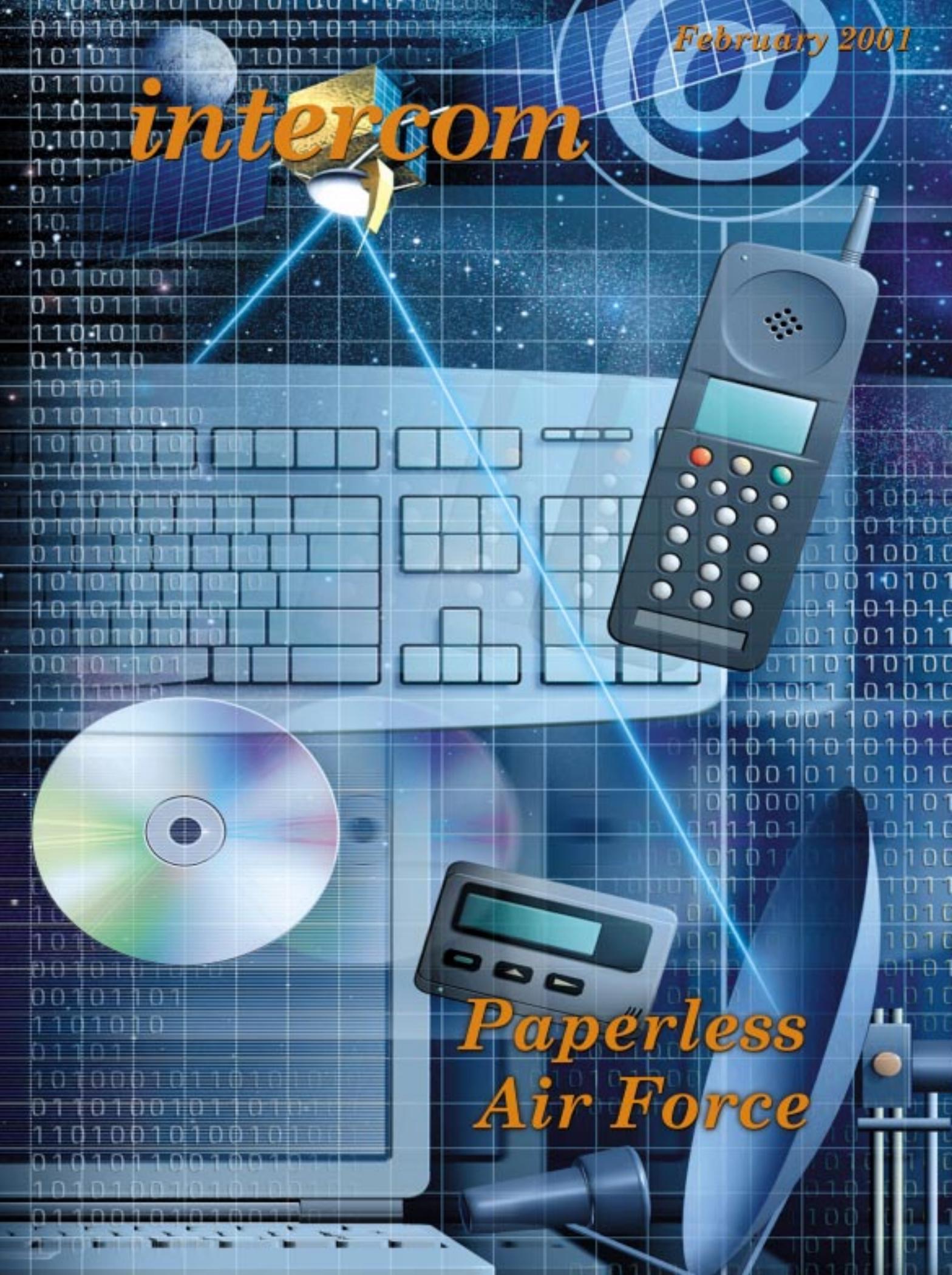


February 2001

*intercom*

*Paperless  
Air Force*



# intercom

Volume 42, No. 2

*Headquarters Air Force  
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## paperless Air Force

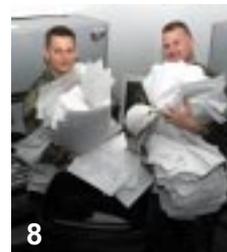


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Visit the Computer Based Training System Web site at <http://afcbt.den.disa.mil>

### About the cover

This month's issue focuses on Paperless Air Force initiatives.



Cover by Tech. Sgt. Mike Leonard

# Removing paper: A win-win formula for success

By Maj. Joel B. Junker  
Chief of Engineering

Standard Systems Group  
Maxwell AFB-Gunter Annex, Ala.

The reengineering process to remove paper saves time and money, while increasing accuracy: a win-win formula. Initiatives in contracting, transportation, finance, and munitions by the Electronic Commerce Technologies Office at Maxwell AFB's Gunter Annex demonstrate this point. They also demonstrate that automation is not enough. Business processes and technology must complement each other in order to yield these benefits. Some case examples are outlined below.

### Case One: Contracting

Contracting officers worldwide submit requests for bid to a base-level system that forwards them using standard business formats for Electronic Data Interchange to an electronic gateway maintained at Gunter. This gateway distributes them to thousands of commercial vendors through network entry points and Value Added Networks. Vendors reply through the gateway, cutting the time from request to bid acceptance from months to days.

### Case Two: Transportation

Stateside bases and carriers need to compare their shipping records for priority packages to avoid billing problems, but the systems they use can't understand each other from a software or hardware perspective. Processes developed and tested at Gunter are used today to simplify the interface between these systems through the use of a commercial translator for EDI. Formerly, the information was mailed for comparison on paper.

### Case Three: Finance

Each month, thousands of vendors around the world bill the federal government for billions of dollars (yes, billions each month) in goods and services through a Web site at Gunter. This Web Invoicing System converts their batch and interactive

The screenshot shows a web-based form titled "MDCAS INVOICE ENTRY SYSTEM - FIELD VOUCHER - Netscape". The form is labeled "Voucher Header" and contains the following fields and values:

CONTRACT NO.	00002457C7855	DELIVERY ORDER NO.	
VOUCHER NO.	BVW 0017	SHIPMENT NO.	BVW 0017
INVOICE NO.	86V-4219	CAGE CODE	02030
TASK ORDER	11	MOD NO.	100007
TOTAL \$	12,500.00	PAY OFFICE	West Entllment
TRANSPORT TYPE	transport	TRANSPORT \$	
PERIOD START	1998/11/01 (yyyy/mm/dd)	PERIOD END	1998/11/16 (yyyy/mm/dd)
TERM DISCENTS PERCENT		TERM DISC DATE	1998/11/21
TERM DISC DATE		TERM AMOUNT	125.00
ADMIN OFFICE CODE	80515A	ACO REP	JQ PUBLIC
		TELEPHONE	310-555-6000

Buttons: Continue, Clear, Help

\*Submission of SF1035 data is not required here, although this information should be retained for audits

**Mechanization of Contract Administration Services is the (electronic) contract payment system used at Defense Finance and Accounting Service.**

entries to standard EDI transactions and submits them to the appropriate system for payment. The overall payment process has been shortened from weeks to days. The government saves two ways: it no longer has to key in paper copies of these bills, and a portion of the interest vendors save by getting paid more quickly shows up in reduced prices for goods and services. Vendors appreciate increased in accuracy and faster payment with WInS. Payments for travel and supplies are aggregated from multiple finance centers. Processes developed and tested at Gunter, to insulate the receiving system from changes in the individual systems used by these centers, are used today by other organizations to simplify this interface.

### Case Four: Munitions (see related story, Page 4)

The munitions business process to request parts to build, track and confirm the expenditure of munitions is difficult and slow. Requesting the parts to build a single typical bomb requires a dozen separate paper forms. Once built, it's hard to distinguish one

See **SUCCESS** Page 7

# AF munitions process goes paperless

By Geoffrey A. Gipson

Office of the Air Force Chief Information Officer  
Business Re-Engineering Directorate  
Business Systems Division  
Electronic Matters Office  
Arlington, Va.

Readers of the July 2000 *intercom* may recall the article “Better Ways of Doing Business in Comm & Info: Devising a better way through GCSS-AF,” featuring an interview with Brig. Gen. Anthony “Bud” Bell, then director of the Global Combat Support System – Air Force Requirements Integration Directorate. General Bell outlined GCSS-AF goals, objectives and plans for the future which are summarized in the following extract.

“For Air Force warfighters to be successful in today’s high operations tempo air campaigns, they need to have current, accurate information available on demand. This is one of the lessons of Kosovo. Large numbers of precision-guided munitions were being used up rapidly. Warfighters wanted to know how many more were available, their location, their configuration, how soon they could reach their destination, when they were projected to run out, and the manufacturer’s surge capability. Since there was no comprehensive system for quickly providing that kind of vital data, support people were kept scrambling on the telephone, e-mail and fax. Leaders lost confidence in the information, causing adverse impacts on weapons employment decisions.

“Devising a better system is the mission of the Global Combat Support System – Air Force.

Chartered by the Air Force’s Chief Information Officer, the GCSS-AF Requirements Integration Directorate has formulated a plan and an

approach for doing better. It’s based on the GCSS-AF’s Vision: ‘Provide the warfighter and supporting elements with timely, accurate and trusted Agile Combat Support information, with the appropriate level of security, needed for the Expeditionary Aerospace Force to execute the Air Force mission throughout the full spectrum of military operations.’

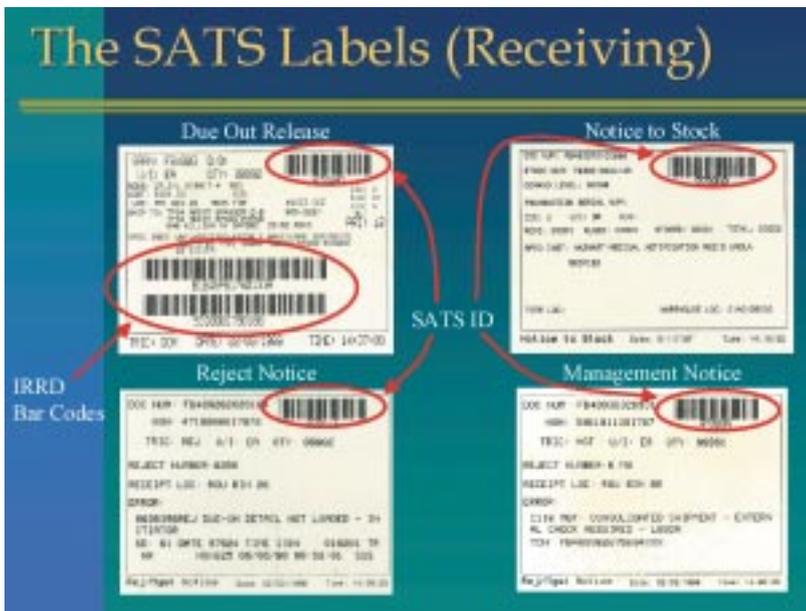
“GCSS-AF will provide an information-sharing environment through a system called the Integration Framework, which will give commanders, warfighters and functionals at all levels access to the information they need. GCSS-AF will assure continuance of all the information services commonly available today, such as directories and Public Key Infrastructure,

while adding some new ones, like a single login to give users role-based access to multiple information systems.”

In that article, General Bell also previewed the GCSS-AF GRID’s two-phased Munitions Data Capture prototype effort designed to automate and streamline many of the Air Force munitions business processes and increase visibility of vital munitions assets. The current munitions processes are extremely paper intensive. Multiple copies of the same form are carried with the munitions throughout the entire process. Frequently the information on these forms gets transferred manually into the automated system after several days’ delay. The MDC prototype would automate collecting and processing of this munitions information, reducing data latency, providing automated data entry, reducing manual operations and providing electronic connectivity between multiple munitions work centers.

**“The concept demonstrated during Spiral One, automating the AF Form 2005 issue request and expenditure reporting process, was outstanding and should be pursued during future CAS hardware and software upgrades/enhancements. Using the Internet/Intranet to control and communicate issue requests and expenditure reporting greatly enhances this specific business process.”**

Chief Master Sgt. Jack A. Shields  
Munitions Flight Chief  
46th Maintenance Squadron



**Standard Asset Tracking System bar code labels are used by the Air Force’s supply systems to control and account for Air Force property.**

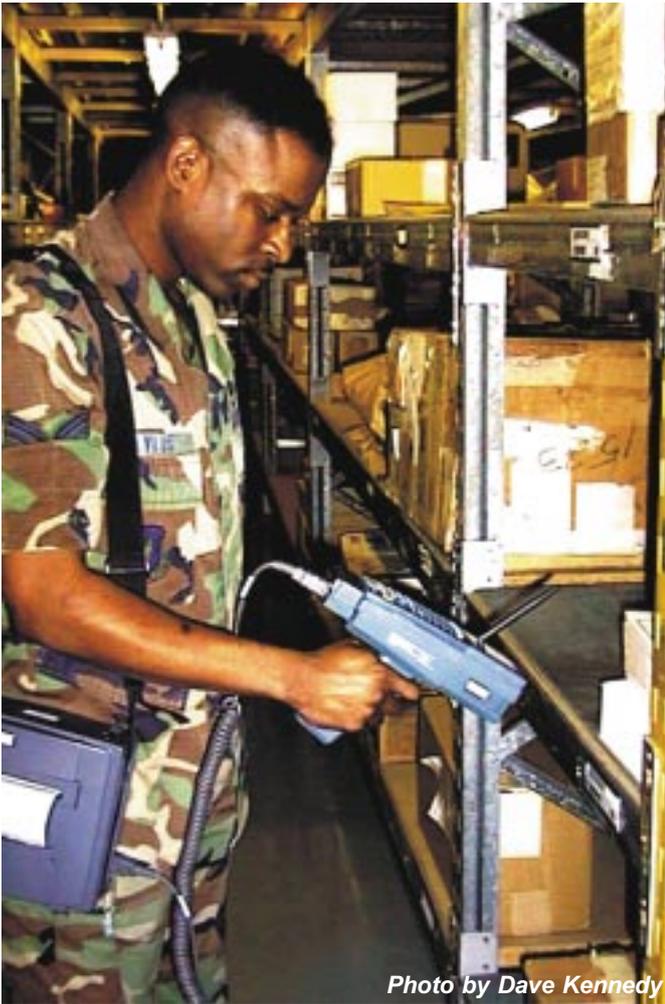


Photo by Dave Kennedy

**Munitions “piece parts” are pulled from inventory, controlled and accounted for using current Automatic Identification Technology.**

processing. They also applied Enterworks commercial off-the-shelf capabilities to gain access to the antiquated CAS on-base database. They produced a Web-based capability demonstrating that munitions availability reporting times to all command levels, (i.e., MAJCOM, Battle Management Staff) could be reduced from 36 hours currently to as little as 30 minutes.

Selected munitions experts from the 46th Maintenance Squadron, Eglin AFB, Fla., were given hands-on training with the MDC prototype system. They then evaluated the prototype in comparison to their current processes.

In MDC phase two, the Air Force Materiel Command Logistics Support Office, Air Force Automatic Identification Technology Program Management Office, at Wright-Patterson AFB, Ohio, will apply Automatic Identification Technology, proven in the Air Force Standard Asset Tracking System, to the current munitions process.

AIT is the “proper mix of technologies that allows each user to efficiently and effectively capture, aggregate, and transfer data and information, and as a consequence, to integrate with automated information systems using the optimum technology for their particular application. AIT will facilitate data collection and flow to all AISs to better achieve full Total Asset Visibility, to enhance and streamline business processes and warfighting capability,” according to the Defense Total Asset Visibility Implementation Plan of 1996.

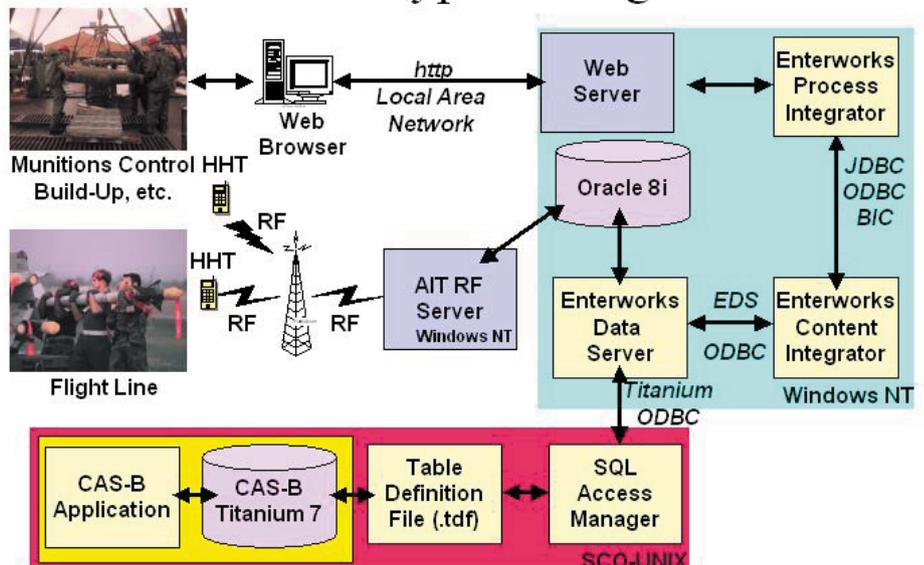
AIT devices include, but are not limited to, barcode symbologies, magnetic strip cards, integrated

See **MUNITIONS** Page 20

In phase one, completed in October, the Headquarters Standard Systems Group’s Software Factory’s Electronic Commerce Technologies Office, teaming with Logicon, Enterworks, and the HQ SSG Combat Ammunition System’s Program Management Office, was able to Web-enable many parts of the current on-base munitions process. They effectively closed many information “air gaps” between munitions workcenters, and eliminated the need for multiple paper forms. This first phase of the prototype also helped crystallize requirements which will be beneficial to future munitions modernization efforts.

The phase one team took advantage of the recently re-platformed CAS hardware to speed

## Technical Approach - MDCS Prototype Configuration -



# ACC computer system streamlines outprocessing, reduces paperwork

By 2nd Lt.  
**Nicholas Unruh**  
82nd Computer Systems  
Squadron  
Langley AFB, Va.



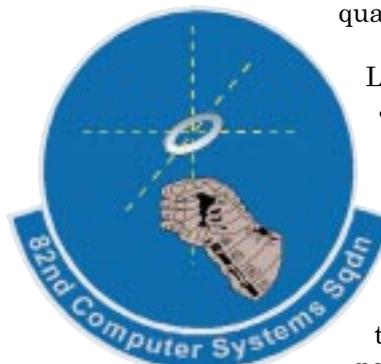
Think back to the last time you outprocessed. Do you remember all the places you had to go to get a signature on your checklist? Did you really need to go to all of them or was there at least one stop that was completely unnecessary? If you are like most members, you would have saved valuable time if these trips – especially the unnecessary ones – could have been reduced or even eliminated. Streamlining outprocessing requirements and reducing paperwork were the goals of Headquarters Air Combat Command's Directorate of Personnel in reengineering the process. The directorate formed a working group to develop more efficient methods. Members included representatives from the Langley AFB Military Personnel Flight, commander support staffs, and functional agencies requiring interaction with outprocessing personnel. ACC's 82nd Computer Systems Squadron was called in to automate the process as much as possible and it came up with a solution, appropriately called the Automated Processing System.

APS is a Web-based computer application designed to ease the transition burden for outgoing members and the organizations through which they must process. The system provides a personalized checklist developed for the member with inputs from their assigned unit, Outbound Assignments and applicable functional agencies. The checklist can be tailored to each individual's needs. The member first goes to outbound assignments to access the checklist. Each agency can then either clear the individual or add a note explaining what action is required. For example, if the member has never checked out a library book or a parka, then those tasks can be cleared without the member having to go to the agencies concerned; or if the member needs to get a specific inoculation, then a note can be left advising what needs to be done. This system increases efficiency by saving members from making unnecessary trips, and relieving agencies from taking time to clear people who they don't need to see. The agency can also use the system to schedule all out-going person-

nel to come in at the same time, rather than having individuals drop in at different times throughout the day. In addition, the checklist is contained in an online database. It can be accessed from anywhere to reduce the paperwork that would need to be maintained by the functional areas, the computer systems security officer, and the members.

Langley was used as a model to help estimate benefits. Approximately 200 members leave the base each month and must clear through organizations such as the Traffic Management Office, finance, housing, base library and the hospital. An average trip to each location takes an estimated 45 minutes, including travel to and from the office and waiting time. With APS, many trips can be eliminated. If each service member could avoid just one stop, the base would save about 150 man-hours each month, or about 1,800 man-hours a year. APS can reduce stress and give the member more time to train a replacement or get personal affairs in order. Needless to say, this system has the potential to be a great asset to the Air Force.

Maj. Terry Miller, chief of the directorate's Forces Program Branch, was the driving force behind the streamlining effort. He said, "The Automated Processing System solves a problem that has plagued outprocessing members for many years – the requirement to visit so many agencies in person to clear the base. This initiative and the ability it creates to manage much of outprocessing via the system (for both members and agencies) is right on the mark, and contributes significantly to our people's quality of life."



The APS field test at Langley began in mid-January and, if successful, the system will be implemented as the base standard. Then the personnel community will look into implementing it throughout ACC, and possibly the Air Force. Online database systems could conceivably be developed to automate other processes, such as inprocessing, requesting leave, scheduling appointments and more. The search continues for new and better ways to increase efficiency with paperless Web-based applications.



# 367th TRSS creates digital security manager

By 2nd Lt.  
Benjamin T. Dean  
and Tech. Sgt.

Michael D. Head  
367th Training Support Squadron,  
Hill AFB, Utah

When our commander gave us the job of Unit Security Manager, we had no idea how daunting it would be. The security program had not been kept current. It included an array of outdated binders, pamphlets and files. We faced a mountain of paperwork. Two-thirds of all security clearances had lapsed – some by years. Security education and testing wasn't exempt from the chaos. Before our arrival, security training consisted of an auditorium-style presentation followed by a test. The security manager *manually* collected and graded the tests, and informed people of the results. This was a painstaking process. Complications were the norm, given the fact our squadron has a mobility mission and scheduling make-up briefings always proves challenging.

The entire security program was awash in a blizzard of paperwork, unnecessary forms, lengthy scheduled training sessions, and redundant test questions. *It was time for a change...*

Last year we introduced a security Web site and a "Digital Security Manager" concept. The goal was to provide the 367th with its security needs digitally. Squadron security education and processing requirements are now seamlessly integrated into a paperless form readily available anytime. By creating a Digital Security Manager, personnel are allowed to plan mission security needs around their schedule. This has significantly increased our ability to meet mission requirements for 34 exercises and three AEF deployments this year alone.

Our new security Web site has two functions. First, it is the security manager's paperless continuity binder. That is, all instructions, publications, duties and responsibilities of the manager can be found on-line. Nothing is in printed form. Second,



From left: Second Lt. Benjamin T. Dean and Tech. Sgt. Michael D. Head, 367th TRSS, show a small portion of how much paper is saved by going digital.

our Web site acts as a Digital Security Manager for all squadron personnel. They refer to it 24 hours a day when they have questions on topics such as transporting, storing and mailing classified information.

However, the site was constructed to be more than a reference tool. A highly structured, interactive element was built into the Digital Security Manager to automate all routine processes such as:

**\* Inprocessing and Outprocessing:** Personnel process through our security office with ease using their computer.

See **DSM** next page

# Air Guard automates postal expenditure report

**National Guard Bureau, Arlington, Va.** — The Air National Guard has converted the Air Force Postal Expenditure Report to an electronic, Web-based, system. Senior Airman William J. Cavalieri, 190th Communications Flight, Topeka, Kan., programmed the report using software that allows field units to enter their own data through the Web.

The ANG's 94 units are required to report postal expenditures twice a year to the Headquarters ANG. Previously, the units faxed, mailed and/or e-mailed their reports, which were then manually typed onto a consolidated spreadsheet for reporting to Headquarters Air Force.

The manual process required one person to perform a full week of data entry to prepare the report for HQ Air Force. Now ANG field units find it painless to keep the information current, and the



**The electronic Air National Guard Postal Expenditure Report can be accessed on-line at <https://airguard.af.mil/im/>.**

semiannual submission to HQ Air Force has greater validity.

The report is available at

<https://airguard.af.mil/im/> to anyone with a .mil address. Click on "Postal Expenditure Report".

## DSM

*From previous page*

**\* Security Clearance:** From our Web site, the Digital Security Manager walks them through a six-step process empowering the customer to download and install Electronic Personnel Security Questionnaire software, to organize their entire security package, and to complete all required forms. The process is handled easily on line and at the convenience of the customer.

**\* All Instructions and Publications:** These are located on military Web sites. Built-in links ensure we reference the most current copy. We have no printed versions.

**\* On line Security Inspections:** Inspectors examine the program at their computers. They compile their assessments and e-mail the inspection work sheet to the squadron commander and security manager.

**\* Security Training and Testing:** A simple click opens a PowerPoint slide show on the customer's screen allowing them to read the briefing at their own pace. The last slide brings up a JAVA-

based test. The test randomly selects questions out of a pool of more than 200, ensuring every test is different. The software automatically grades the test and gives the customer the correct answers. The score is recorded on line.

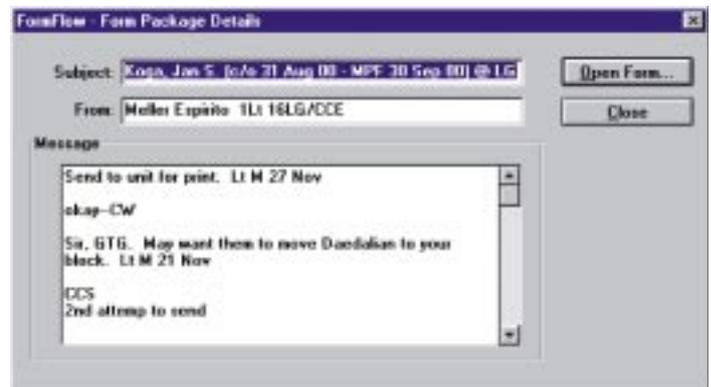
With today's fast-paced operations tempo, using the Intranet to disseminate information is a logical step in a digital age. The Air Force has eagerly adopted the philosophy of storing data on its digital network. With the creation of our Digital Security Manager, we have solved many of our problems by adopting the next step: the actual processing of information digitally. The problem with other digital solutions is they never truly let go of the printed word. They still print forms and require signatures. All of our internal paperwork is now digital. We have made agreements with the other units to send paperwork and "signed" forms over our digital network. The only paper forms we use today are required for flight line badges and EPSQ security packages, but a simplified, paperless approach is on the horizon. Electronic signatures will soon replace paper forms and ink pens. The Air Force is committed to its digital infrastructure. Now it must develop a digital attitude. The Air Force is well on its way to becoming a digital force.

# Hurlburt unit leads unit-level paperless revolution

By 1st Lt.  
Spirit Meller  
and Master Sgt. Stanley Holder  
16th Logistics Group  
Hurlburt Field, Fla.

Do you have what it takes to lead a revolution? Do you have the weapons you need? Are you waiting for the Air Force to buy “paperless software” before you take your unit paperless? Some folks at Hurlburt Field decided not to wait.

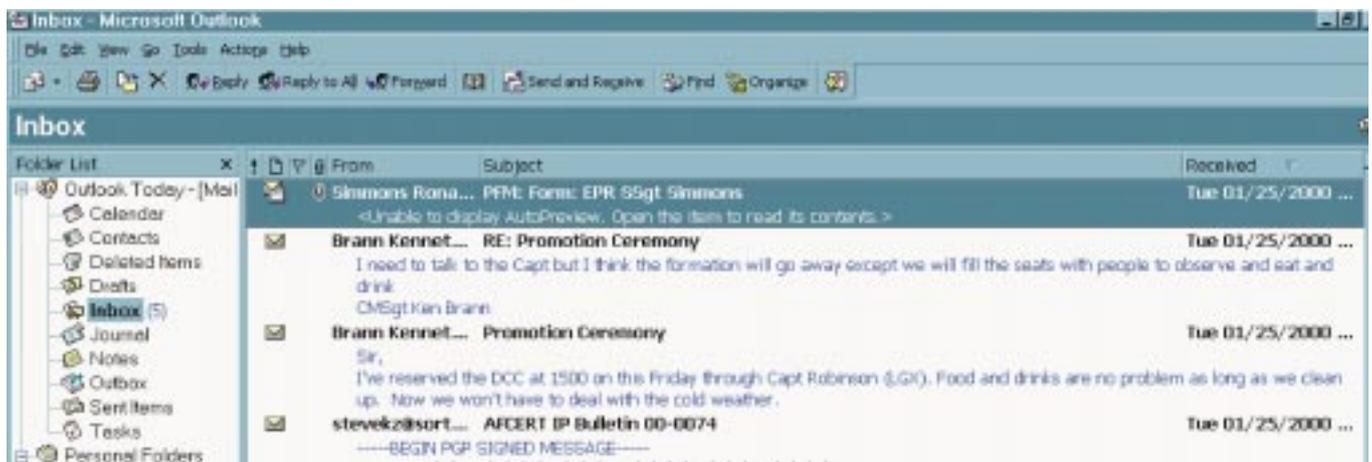
What kinds of things have they been doing in a 3,200-person group? They’ve been writing Microsoft Access databases to track EPRs, OPRs, decorations, awards and correspondence, but who hasn’t been doing that? What about electronically routing performance reports? Not on a floppy disk or as a form package attached to an e-mail message, but actually using the JetForm FormFlow Routing function? Master Sgt. Curtis Wiese and Tech. Sgt. Ron Simmons, aircraft armament systems craftsmen by trade, engineered solutions to maximize FormFlow’s potential. Their system works well. Performance reports (or any form) can be routed completely electronically, and printed only for signature. Reports ready for review arrive in the reviewers’ Microsoft Outlook Inbox. As the reports travel through the reviewing chain, editing is done in real time, and each reviewer’s comments are included in the Notes section before routing to the next reviewer. Our wing commander benchmarked this process. Can you see the vision? With secure electronic signatures and eventually electronic personnel records, future



Notes section of FormFlow Routing function

performance reports will be filed in records without anyone seeing a piece of paper.

What about the daily read file and official messages -- can they be paperless for 3,200 people? You bet. In the midst of fielding the new Defense Message System last year, Staff Sgt. Jason Jordan, an information manager, wrestled with the transition from AUTODIN until he had developed a paperless read file and messaging system. Incoming DMS messages arrive in the commander’s Microsoft Outlook DMS Inbox and are moved to a daily Read File folder. Each week the messages are archived in monthly folders and kept for the mandatory 12-month period. All Read File participants are given Reviewers permissions to access these folders, which also enables them to forward messages to anyone they desire. Outgoing messages are prepared electronically and submitted to the Contributors folder for releasing authority’s review. No paper.

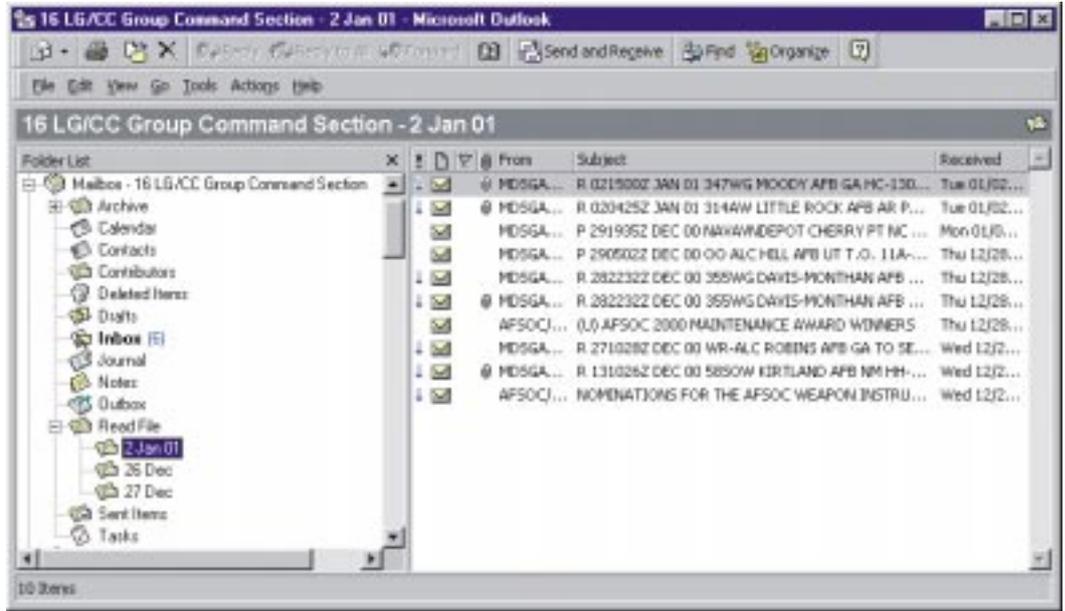


A performance report awaits review in the reviewer’s Inbox

What about keeping track of all those messages and other taskings you suspense for action? Can your suspense system be paperless even when you receive hard copy taskings? Yes, it can! After buying an entry-level Microsoft Outlook text, we designed a simple "Suspense" form for use within the Task function, which pre-fills the fields with our default values. All guidance and sources of information (Web site links, etc.) are

attached to an e-mail message tasking the appropriate personnel. That e-mail is inserted into a new suspense and posted on the suspense roster. Permissions are given to personnel who need to access this information, making all necessary information and each unit's suspense status available at any time. To tackle the occasional hard copy tasking, we scan documents into an Adobe Acrobat .pdf file. One hundred percent paperless suspense tracking—another system our wing commander adopted.

Why would you want to lead such a revolution in your unit? The merits are many, but the bottom line is accurate information assured quickly. We've reduced hard-copy distribution runs from two to one per day. Things travel faster, get edited faster, get



**16th Logistics Group Commander's DMS Read File**

signed faster. In the first year our group maintained the highest on-time performance report rate in our wing for 12 months in a row, while saving \$14,000 worth of copier and printer paper, not to mention reduced toner cartridge use, and a reduced environmental impact. It's real and it works.

How do you lead such a revolution? It certainly helps to have high-level direction and vision from your commander. But then what do you do? Find the smart guys and challenge them. Motivate them and use their ideas to lead the wave of change. Fair warning: you'll find resistance at every door. And finally, if you want to lead a revolution, we found that this ever-constant motto served us well: "Don't accept the excuses of the past." Good luck.

Due Date	Subject	LG	MG	OG	SG	WG Staff Agencies	External Suspense
27-Nov-00	Suspense #302: JSOC Tasking			closed		XP	None
03-Jan-01	Suspense #314: QTB Strategy Session					XP	None
04-Jan-01	Suspense #307: Undergraduate Pilot Training (UPT) selection board	closed		closed	closed	XP-OPEN	12-Jan-01
05-Jan-01	Suspense #326: SOP Facility Inventory Update				OPEN		11-Jan-01
05-Jan-01	Suspense #294: 2001 Air Force Association Team of the Year Award	OPEN	closed	OPEN	OPEN	ALL-OPEN	16-Jan-01
05-Jan-01	Suspense #285: 2001 AFA Aerospace Awards	closed	OPEN	OPEN	OPEN	ALL-OPEN	12-Jan-01
05-Jan-01	Suspense #235: 2001 Joan Orr AF Spouse of the Year Award	closed	closed	closed	OPEN	ALL-OPEN	12-Jan-01
05-Jan-01	Suspense #236: 2001 Yerna Orr Award	OPEN	closed	closed	OPEN	ALL-OPEN	12-Jan-01
05-Jan-01	Suspense #237: 2001 NCOA Award	closed	closed	closed	OPEN	ALL-OPEN	12-Jan-01
08-Jan-01	Suspense #337: Board Members for CGO/CV of the Quarter/year	OPEN	closed	closed	closed	RHS:OPEN	None
08-Jan-01	Suspense #316: Elected/Officer/CV of the Quarter Awards	OPEN	OPEN	OPEN	OPEN		10-Jan-01
08-Jan-01	Suspense #304: 2000 Daedalian Exceptional Pilot Award			OPEN		XP_SE-OPEN	15-Jan-01
10-Jan-01	Suspense #305: 2000 Field of Aeronautics/Astronautics Awards	closed	OPEN	OPEN	OPEN		None
12-Jan-01	Suspense #309: AFSOC WIC				OPEN		None

**16th Logistics Group suspense file.**

# LeaveWeb makes its debut

By Raymond Kelly  
Headquarters Air  
Mobility Command  
Scott AFB, Ill.

Leave! This entitlement allows every Air Force member to take time off and enjoy vacation with family and friends. Have you considered the time you spend completing the Air Force Form 988, obtaining approval from your approving official/supervisor, and then getting a Leave Authorization number from your unit leave monitor? Most if not all actions require you to walk from office to office to obtain approval. Then upon your return you have to go through the whole process again! How would you like to access a Web site, without having to walk your paperwork around for approval? Headquarters Air Mobility Command Financial Management has the answer for you – it's called LeaveWeb!

What is LeaveWeb? It is a Web-based leave request, approval and tracking system available to any member with a Web browser. It will replace the Air Force Form 988 when all leave types are incorporated. I know what most people say: "Another system that creates work for me, while reducing workload for someone else!" LeaveWeb is not that way. It saves everyone time.

LeaveWeb avoids using Form Flow or printing a paper form. Member information is already displayed, allowing the individual to indicate leave dates, address and the approving official. When a request is submitted, the system assigns a tracking number and automatically e-mails a link to the approving official. The unit leave monitor then validates or returns the leave request. When the request is validated, the member and the approving official receive another e-mail advising them of the approval and giving an authorization number. On return, the process is just as simple. The member clicks "no change," or inputs any changes to the

original request.

LeaveWeb affords other advantages. The unit leave monitor no longer needs to manually track and reconcile leaves each day from finance printed products. LeaveWeb automatically reconciles all leaves for all units. The system also provides the unit commander with advanced leave management features and effective tracking controls.

LeaveWeb has endured rigorous testing and concept approval, including concurrence of the Government Accounting Office with replacing the signature with a user ID and password. The Air Force Audit Agency has been heavily involved in each step and sees the potential to save considerable time and money. Two Scott AFB enlisted personnel initiated the LeaveWeb concept about two years ago. Its development has successfully undergone HQ AMC unit testing at Scott and Bolling AFB last fall. The system's Command, Control, Communications, Computers, and Intelligence Support Plan is under review by the Air Force Communications Agency and HQ AMC to assess its worthiness and certification for operation on the Air Force enterprise. It will then continue to be deployed throughout AMC, with Charleston and MacDill being the first two bases scheduled for implementation.



# Vance takes big step in going paperless

By **Mary S. Loveless**

*71st Communications Squadron  
Vance AFB, Okla.*

The Plans Flight of the 71st Communications Squadron at Vance AFB made great strides in the past year toward their goal of converting to a paperless environment. According to Tech. Sgt. Patrick Engman, Plans Flight NCOIC, a standardized electronic filing system was the key component in making this conversion a success. He and other members of his flight recognized if they could convert the processing of C4 Systems Requirements Documents to an electronic method, they would reap two benefits. First, they would save valuable time by e-mailing the Communications-Computer System Requirements Document to the STEM-B at Tinker AFB, Okla., for technical solution rather than mailing the original document. Second, they would have a signed digital copy at their disposal if the original CSRD were lost in transit between the various base organizations required to review it.

The goal of the paperless process was twofold: 1. To shorten the amount of time necessary to process the CSRDs. 2. To provide users with digital copies of their request by e-mail.

There was more to the new process than just purchasing a scanner for the CSRDs. Senior Airman Quentin Perrodin, CSRD program manager, quickly discovered base users had problems opening images saved in the .gif format, and .tif files were exceptionally huge. The challenge was to convert images to a reasonable size without degrading quality. The answer was to purchase Adobe Acrobat 4.0 and scan the documents directly into a .pdf format. Airman Perrodin set up a default setting that

gave him a clear, crisp image that was compressed. Base customers were happy with the end product and valuable space was conserved on the server where these files are maintained electronically in electronic file plans that mirror existing paper file plans. These electronic file plans were already in place and were standardized throughout the base by the base records manager.

The electronic files are shared by all members of the flight, making access to the records quick and easy. Airman Perrodin made a folder for each of the CSRDs by number and scanned in the documents. The folders are first created in the OPEN CSRDs

file, and are moved to the CLOSED CSRDs file upon approval. An added benefit to this method was the ability to file e-mail messages concerning these

CSRDs into the applicable folder, providing background information and an electronic trail. A newly hired civilian in the flight was able to quickly answer questions concerning a particular CSRD for customers by accessing the e-mail messages contained in the applicable electronic folder and reviewing the scanned CSRD image.

Maj. Donald Morgan, commander of the 71st Communications Squadron, is pleased with the results. "I'm glad to see members of my unit using the technological tools at their disposal to effectively manage their electronic records. It makes sense, especially as we move into the next century."

Senior Master Sgt. Rendell Smith, Plans Flight chief, agreed and said, "This is just the first step. We are constantly finding new ways to innovatively manage our electronic files and move toward a paperless environment. Sergeant Engman and Airman Perrodin had a good plan and they ran with it. It certainly makes my job easier."

## The goal of the paperless process was twofold:

1. To shorten the amount of time necessary to process the CSRDs.
2. To provide users with digital copies of their request by e-mail.

**ACC  
Comm  
Group  
member  
awarded  
\$10,000  
for idea**

**LANGLEY AFB, Va.** — An Air Force member assigned to the Air Combat Command Communications Group came up with a system to engineer paperless distribution of Defense Information Systems Agency publications and for his efforts, received a check for \$10,000.

Master Sgt. Richard Poston, Ground Theater Air Control System Software Development Element Chief for the 82nd Computer Systems Squadron, researched the possibility of going to 100 percent paperless distribution of the DISA series.

He found that DISA was a member of the IEEE Standards Association, and was therefore entitled to purchase an enterprise license covering the series for a little more than \$6,000. This relatively inexpensive license will potentially save DOD up to \$110,000 in acquisition costs each year. As a result of Sergeant Poston's idea, DISA publications are now located on the Web.

# New BIP course uses eBooks in training environment

By Master Sgt. Tim Ozmun  
333rd Training Squadron  
Keesler AFB, Miss.

The idea for using electronic books (eBooks) instead of printed student training materials was implemented on a small scale last fall in the 333rd Training Squadron. After seeing a demonstration of the technology, the Base Information Protection instructor, Tech. Sgt. William Higdon, did a cost comparison – and turned in his findings through both the Air Force’s Idea program and the AETC Education and Training Technology Applications Program.

The 333rd’s Advanced C4I Systems Training Flight is presently testing student reception of eBooks in the BIP course. Before they graduate, students are also offered a soft copy of the course materials on CD.

The BIP instructors say, “One of our concerns was accountability for these items. The cost savings are significantly less if we have to constantly replace eBooks that are damaged or not returned at the end of class. We encourage our students to take extra care of their eBook equipment and brief them up front on the replacement costs and ramifications of loss or damage. A simple hand receipt ensures accountability. The no-questions-asked, next-day-delivery maintenance contract has alleviated many of the problems that could result from accidents.”

Not all students are visual learners. The eBook offers notetaking and highlighting features that accommodate those who learn better with pen in hand. Students can also bookmark items they want to quickly locate for further study. End of chapter exercises and review questions can be answered directly on the equipment. Users also have the ability to search for specific text throughout a document.

Importing information is easy through a variety of formats. Word processing documents, spreadsheets, slide presentations and more are easily transferred to the eBook. It’s remarkably fast to load and the battery life is quite sufficient for using it all day.

Depending on the amount of graphics used, the modest 16 Mb of storage can hold more than 150,000 pages. The removable Flash memory chip gives added versatility. It can be swapped out with another to allow easy review and storage of completely separate sets of documents. The vision for future training use is to rotate the eBooks between courses by simply popping in a different chip.

Mrs. Claire English, chief of Training Develop-



**Master Sgt. Timothy Ozmun, 333rd Training Squadron, Keesler AFB, demonstrates eBook features to Defense Message System instructors Tech. Sgt. Medarlo Tugade and Ms. Natasha Sanders.**

ment, said one of the benefits of putting student training materials on an eBook is the direct savings in print costs. She said eBooks have also increased the ability to keep constantly changing training materials current. “When the field technology changes, so does our course. In the BIP course, we don’t waste print funds by throwing out old textbooks, or frustrate our students with erroneous or outdated materials. The eBook copy is instantly changed and immediately available for students.”

Several brands of electronic books are now available on the market. The 333rd Training Squadron chose the Softbook eBook for the test. At the time of purchase, it was at the top of the line of the few that were available. “Before investing in a large-scale purchase, we’re going to ensure the medium is well received by students and that we’ve addressed future software changes and compatibility issues between the different brands,” Mrs. English said.

So far, the eBooks have been reviewed by two Base Information Protection classes, a small group of commanders, and most recently, participants in the Scope Warrior 2000 conference. Students have found them easy to use. Their letter-sized footprints, and searching, highlighting and selecting capabilities, make use of the eBook a time-saving, convenient tool for studying.

# ASC initiatives contribute to a paperless Air Force

By Barry Hatfield  
Aeronautical Systems Center  
Wright-Patterson AFB, Ohio

Aeronautical Systems Center at Wright-Patterson AFB is the largest acquisition center in the Air Force and has always been at the forefront of change. The sheer number of program offices and the length of time that Major Weapon System buying offices exist (sometimes 15-20 years) results in unique business rules, processes and infrastructure for each ASC buying office within the System Program Offices.

Responding to the "Paperless" Acquisition Reform initiative, visionary leadership applied new technologies and found new applications for existing technology to improve business. ASC buying office infrastructure developed and led the way in this area by developing several approaches. The SPO and staff personnel spear-headed more than 40 initiatives to generate requirements, solicit proposals, write and award contracts, deliver data, track finances and payments, and close out contracts electronically. A few of these initiatives are described below.

The C-17 SPO is representative. It was rejuvenated after the Congressional budget crisis in the early '90s and is now considered by some to be the "best in fleet," with electronic access to data for the 250 SPO members and their industry partner, Boeing, of Long Beach, Calif. Their approach delivers unique Contract Data Requirements List digital delivery, teleconferencing, and a concerted effort to image millions of paper program records into a digital archive.

Another innovative SPO is Flight Training/Joint Primary Aircraft Training System which assembled some inexpensive commercial off-the-shelf packages and developed a tool using Microsoft templates to provide nearly end-to-end internal digital acquisition processes and a COTS digital signature. The SPO has effectively implemented Silinas Technology's approach for nearly three years on internal documents and all contracting officer letters sent to Raytheon. The tools package used by this SPO evolved from visionary leadership that recognized the need for a SPO-wide plan, approved in 1997, to achieve a digital working environment.

The F-117 SPO represents a typical smaller SPO and operates from classified data constraints with very few resources to develop electronic solutions. Although the program lacked the financial resources



**Amy Smith, contracting officer, signs a letter to Raytheon using Approve It.**

to develop new solutions with Lockheed, their prime contractor, they implemented existing solutions within ConWrite to write their unclassified contracts digitally, coordinate documents by e-mail and share information. Lockheed's recent reorganization and implementation of corporate-wide initiatives afford new opportunities to implement solutions developed by Lockheed organizations.

Another smaller program office acquires support services for our program offices. With virtually no program budget, they created an Internet site for their plethora of customers from across Wright-Patterson and elsewhere to obtain all requirements package forms electronically. It calls its initiative "Electronic Requirements Package Documentation." ASC's Propulsions DSM and the Trans-Systems SPO demonstrated another low cost paperless initiative to increase work flow efficiency several years ago.

The "over the hill" vision displayed by leadership resulted in the incorporation of a system to allow Air Logistics Centers, Industry, the SPOs, and other advisory staff access to digital records and program files using a Lotus Notes solution for minimal investment. Their work flow tool, the Secure Web-based Electronic Acquisition Program, has been deployed across Propulsion and Trans-Systems integrated process teams. Ever expanding, this system serves

See ASC Page 19

# 2001: An Information Odyssey

By Master Sgt. Deborah Kerner

126th Communications Flight, Illinois ANG  
Scott AFB, Ill.

INFORMATION OVERLOAD! This is what I hear so many exclaim as we are daily inundated with seemingly more information than we can digest, thanks to life in the computer age. Instead of our information coming in the form of thick publications and letters through the mail, and work tasks through distribution, we have most of this information right on our desktop computers. Now, however, since it's easier to create and send information through the computer, there is so much more of it!

Instead of looking at this in a negative light, however, I believe we should face the reality before us, seize the reins to control this electronic information, and use it to benefit our mission. No decision is made without information. If bad information is provided, a bad decision will be made. If good information is presented, a better decision will be made. Wars are won or lost over information; it's called intelligence.

Think of this "paperless Air Force" as a challenge and a bold opportunity to use the incredible tool that the computer is to improve our processes and assist our mission. Computers are a relatively new technology to the military and the Internet is relatively virgin territory. Let us be as pioneers exploring the Wild West and preparing the way for others to follow. Or think of this as "2001: An Information Odyssey," and

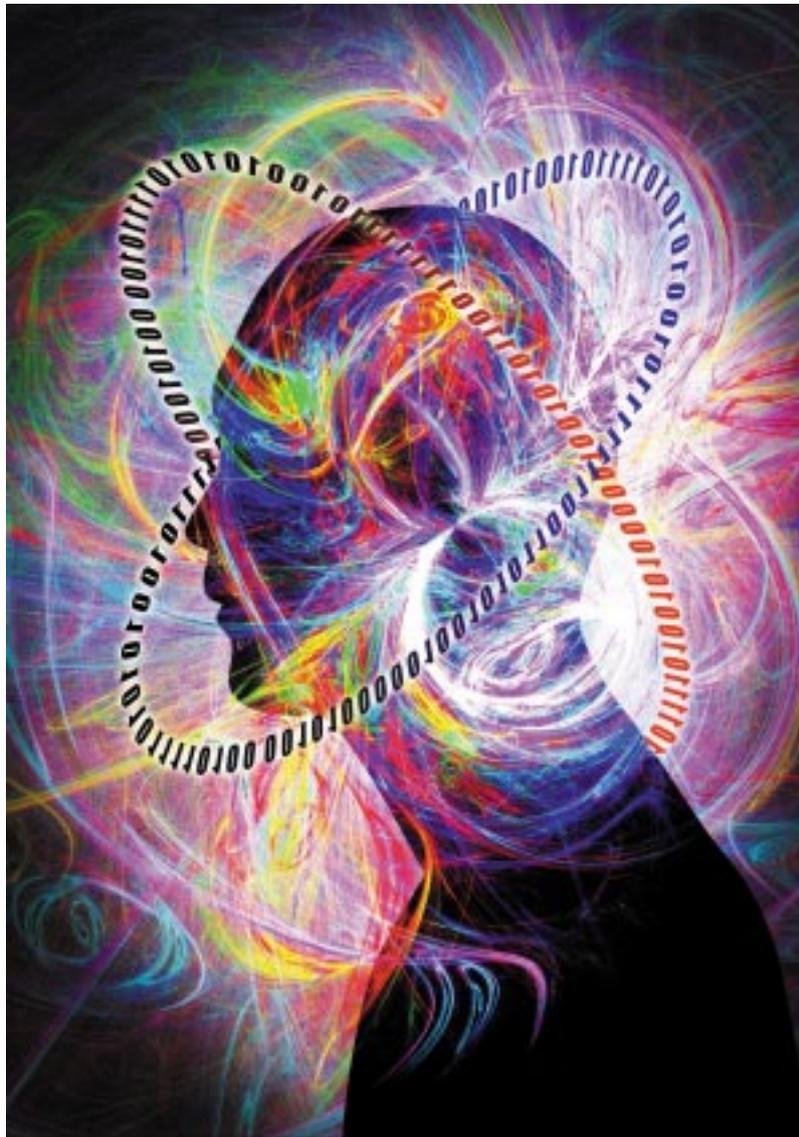
all the possibilities that entails.

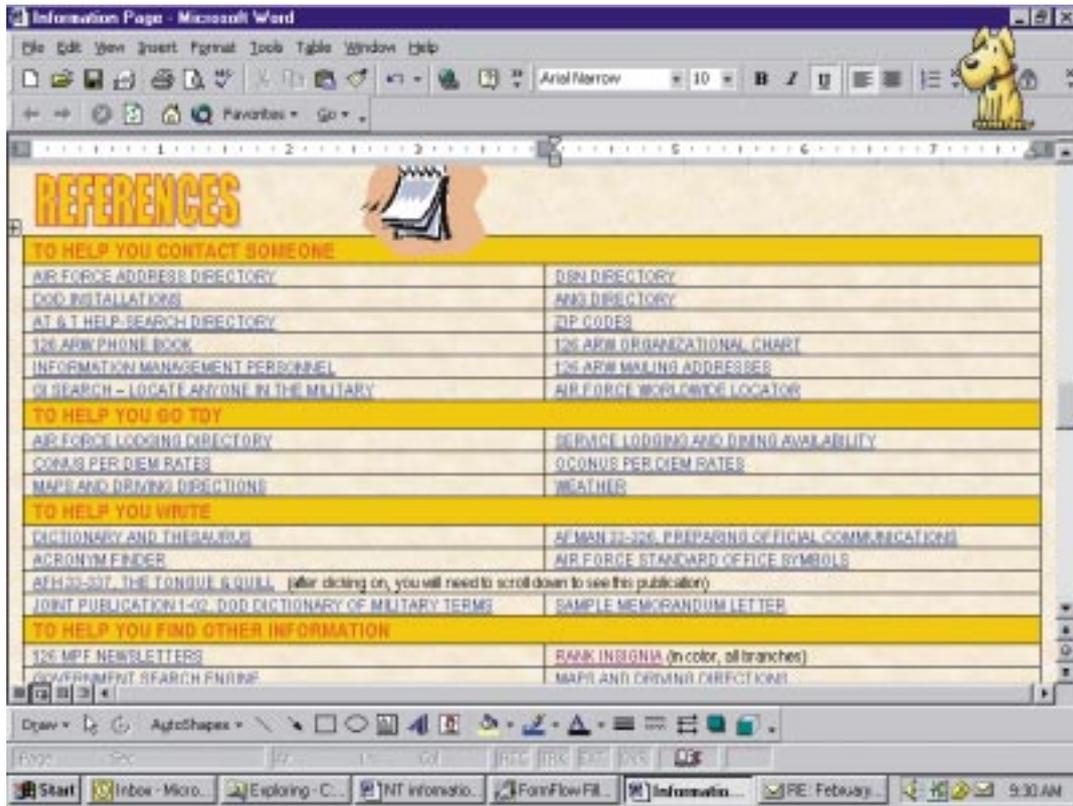
Imagine our predecessors dragging their feet and grumbling about the new technology of airplanes. They're too difficult to repair and fly – why bother? Luckily, those people instead saw the wonderful possibilities of flying, and thought the maintenance and pilot training required was a small price to pay for what has drastically changed the face of the

military as we know it.

One way to saddle the beast of electronic information is to organize it by first separating the wheat from the chaff. Determine what is irrelevant information for you, your organization and your mission – and disregard. Then organize the information you *will* need to reference electronically, just as you would paper information. Think of your computer as a large filing cabinet. Create folders and sub-folders with distinctive subject titles in Explorer just as you would have folder labels in your filing cabinet. File your electronic information in these folders just as you would place a document in the proper folder of your filing cabinet for easy access.

To easily find electronic documents you created, in the footer of the document enter the folder name/file name where you will "file" it. That way if you or someone else has a paper printout of a document you created, all you need to do is look at the bottom of the page to be able to easily locate it for editing or forwarding. A quick way to do this is to save your document in one of your C drive folders and give it a name, click on View,





**Example of a Web page created using Microsoft Word 2000.**

Header and Footer, click on the icon to switch between header and footer, and then click Insert Auto Text and choose File name and path.

Are there certain publications and forms you or your organization regularly need to access? Next time you bring a publication up on your screen, click on File, Send, and choose "Shortcut to Desktop." If there are several, create a new folder in Explorer called Publications, and under that create sub-folders for all the subjects of publications you need quick access to. Not only will this allow you to bring them up on your computer in seconds, but you will also have a quick list of all the relevant publications on various subjects pertaining to your mission.

You can also save your relevant e-mail messages this way. Running out of room on your C drive? Try saving important information on disk or another drive. Check with your communications flight to find out which drives are available at your organization for this purpose.

The computer is also a great tool for training. Instead of trying to round up all those who require training on a given topic and printing out reams of training material, try creating a PowerPoint presentation on the subject. This way you can e-mail it to all who need the training, and they can view it and take the test where and when they have an opportunity. This is especially helpful for Guard units who meet only one weekend a month and 15 days a year to

accomplish their training and other obligations.

Does your organization have a Web page? If so, this is a wonderful place for your computer-based training, publications, forms, policies and any other information members of your organization need easy access to. If your organization doesn't have an Internet site, or if your Web master won't authorize a link to what may not be relevant for your entire organization, you can easily create a Web page in Microsoft Word 2000. This is essentially a Word document with hyperlinks to Internet sites and to documents saved on your organization's shared drive. For an easy way to organize these hyperlinks, try inserting a table, typing your subject header in one of the rows, and listing the items falling under that subject in the rows beneath that subject. Highlight the name of one of the items, click on the hyperlink icon found at the top of the screen, and then specify where that item is found: either the Internet site or the shared drive. Once completed, save this Web page on your organization's shared drive. You can use this method to create a central location for information on any topic, to be used by any member of your organization.

Let's use our imagination and go boldly forth where few have gone before. Electronic information isn't an enemy; it's our tool to become better informed, so we can make the right decisions and succeed!

# Air Force accession clearance requests go electronic

By **Capt. James H. Feldhaus**  
*Chief, Systems Development Branch*  
*Headquarters Air Force Recruiting Service*  
*Randolph AFB, Texas*

At the request of the Defense Security Service and the Office of Personnel Management, the Air Force implemented the Department of Defense plan in October to eliminate the personnel security backlog. The Air Force's share is about 130,000 investigation requests.

DSS will continue to accomplish all initial and periodic re-investigations for Top Secret on behalf of military and contractor personnel, Secret on behalf of contractors, Investigations for Contractor Trustworthiness, and any clearance request that contains overseas leads.

However, all Air Force accessions investigations and all other Air Force Secret accesses, initial investigations, and periodic re-investigations transitioned from DSS to OPM. The projected number of investigations affected by this transfer is approximately 75,000 cases annually and encompasses two distinct populations. Population A, consisting of all enlisted accessions and more than 50,000 cases per year, approximates two-thirds of the total. Population B consists of all other Secret-level accesses and comprises the remaining third or 25,000 cases per year normally accomplished by organization security managers.

These accessions investigations are accomplished during the recruiting process. Completion of the Standard Form 86, Personnel Security Questionnaire, has been integrated within the Air Force Recruiting Information Support System software application. AFRISS is the automated tool for one-time data capture and maximum reuse of data across all forms and contracts required to track and coordinate applicant data throughout the accession process.

The ability to reuse the required accession information to complete the SF 86 dramatically reduced the amount of time (more than 72,000 man-hours annually) spent re-keying the same data into the DSS Enlisted Personnel Security Questionnaire

software application to accomplish and submit the SF 86. In addition, AFRISS' strong system data integrity constraints and quality control logic (validates the SF 86 for completeness and accuracy) were responsible for reducing the investigation request rejection rate to less than one percent, as compared to approximately 34 percent for Population B.

Adding the SF 86 functionality allows the Recruiter, the Military Entrance Processing Station liaison NCO, and the Air Force Liaison at OPM to initiate, provide updates, coordinate, and submit the SF 86 directly to OPM electronically. On a related note, the MEPS offices are currently being outfitted with electronic fingerprint scanning equipment with an electronic submittal ability to eliminate most of the costs of overnight mailing and scanning printed

cards. Fingerprints are being processed through the Federal Bureau of Investigation

data bank to speed completion of ENTNAC

investigations. SF 86 data is combined with the scanned fingerprint cards to accomplish investigations. Within the joint accession world, the ability of the Air Force and Air Force Recruiting Service to find better ways of doing business electronically has reduced investigation completion time from 170 to 10 days.

The major impact of the backlog, prior to implementation of the electronic interface with OPM, was the number of airmen arriving at technical training without documented verification of a security clearance submission or results. Because of the inability to grant interim clearances, officer and enlisted trainees could not begin training and could not perform duties at their first duty station, resulting in lost time and manpower for those in casual status. The effects of this new process have been the proliferation of electronic forms transfers across multiple systems and secure Web sites. The electronic transfer of paperwork, electronic verification of receipt by OPM, and resulting 10-day average to complete investigations will soon help to minimize training delays and ensure commanders get the manpower they need in accordance with accession, training and assignment projections.

**TOP SECRET**

*A Stroke  
of Genius!*

## **AETC outlines best paperless practices**



The Air Education and Training Command Inspector General keeps an eye out for new and innovative paperless processes and has identified several as best practices. The following synopses describe some of the success stories and provide points of contact for further information.

### **Automation of IG Inspection Data and Report Writing**

Leading by example, the AETC IG team automated the process of compiling inspection data, coordinating inputs throughout the inspection team, and preparing the final ORI report. The team developed a database that pulls all the required resources (publication and forms indexes, acronym lists, previous reports, writing style and editing tools, etc.) together and makes them available to the inspector at the click of a button. It also eliminates a time-consuming manual coordination process that required individuals to move folders from one person to the next.

The tangible benefits have been tremendous. Manpower support requirements were cut by two information management specialists and five typists per inspection. Paper use was reduced by about four cases of paper per unit inspected. Time spent pre-

paring for the inspection was reduced by at least five hours. Also, approximately 250 hours (not counting report preparation time) were eliminated for supervision and ORI augmentation, allowing the early return of IG augmenters to their home stations. This reduced the cost for per diem and billeting. Report preparation and production time was decreased by approximately 150 man-hours, including overtime for civilian employees. Projected administrative supplies savings per year was \$2,500. Projected manpower savings per year was 4,500 hours. For more information, contact Master Sgt. Mullins, HQ AETC/IGISM, DSN 487-5029.

### **Decentralized Data Input for the Graduate Tracking System NCO Academy Robins AFB, Ga.**

GTS was developed by the College for Enlisted Professional Military Education to allow flight instructors to track test scores, communication skills, performance evaluation scores, peer points, and instructor leadership points. Calculations from the GTS are used to determine award recipients and whether students have met academic criteria for gradua-

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## **ASC**

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more than 1,100 people in 40 geographical locations. ASC awarded the first truly paperless contract entirely generated using digital media, under an Innovation Center Arrangement with Air Staff for Office Management Policy and Program Integration in December 1999.

With four mission areas in acquisition at Wright-Patterson – including major systems, operational, research/development, and central/logistics, additional opportunities remain in the digital challenges of electronic records management, process re-design to meet the needs of all stakeholders, including industry, and adequate implementation of new digital processes like digital signature.

ASC is looking to a new command initiative, e-AFMC, to assess new applications for EC technologies and to ensure that the infrastructure exists to support the move into an Integrated Digital Environment in the first decade of the new millennium.

One challenge for the paperless Air Force is to encourage innovation and avoid a “one size fits all” mentality. We must recognize that pockets of innovation and lessons learned from initiatives, both success and failures, pave the way for future progress and effectively address concerns in the organizational culture. This information might also lead to other ideas for possible larger scale implementation. ASC derives real strength from diverse and unique solutions implemented by various SPOs. This innovation propels us toward a leaner acquisition process and ensures continued top-notch support of the warfighter.

## BEST PRACTICES

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tion. As designed by CEPME, all data must be entered on one central computer where the workbook resides. The Robins AFB NCO Academy improved this system by placing spreadsheets for each flight on a LAN server, allowing decentralized data input.

Decentralized data input eliminates the need for any individual to input data, while protecting the master GTS from potential corruption. It also streamlines the awards calculation process since communication skills scores are loaded quicker. This process has virtually eliminated paper copies of student academic records and awards information. For more information, contact Master Sgt. Eric W. Miller, CEPME, DSN 468-2098.

### **Test Measurement and Diagnostic Equipment Total Quality Program Inspection/ Trend Database**

**314th Maintenance Squadron,  
Little Rock AFB, Ark.**

This system documents and electronically tracks Quality Assurance actions, inspections, and process improvements. The database program automatically notifies managers and supervisors of follow-up action requirements. The system also provides automated and end-user customizable trend analysis tools.

The paperless initiative improves organizational performance by reducing by 70 percent the time required to process each QA inspection, eliminating three manual input tracking systems, automating the routing of root cause analysis reports, and reducing missed follow-up actions to zero. The system also ensures the inspection of certain key TMDE processes. For more information, contact Master Sgt. Russell Davis, 314th MXS/LGMD, DSN 731-6913.

### **Emergency Reception Center Disaster Evacuation Kit Tracking System 42nd Air Base Wing Maxwell AFB, Ala.**

This system is a portable, computerized work unit

designed to monitor evacuees during a disaster or emergency. It's the first-ever tracking system of its kind built by Readiness Program personnel, and enabling 100 percent tracking of evacuees. It aids in notification, validation by the military personnel unit, and dissemination of information to other installations. The database is fast and extremely reliable, allowing immediate and accurate data entry for family members on site. Powered by a battery pack, the system can be set up in minutes and automatically backs up data every minute. The system was field-tested during Hurricane George, providing 100 percent in-processing accuracy for more than 314 families in less than 24 hours.

The system significantly improved performance of Maxwell's hurricane emergency reception center. It reduced the amount of time to in-process an entire family by 75 percent. For more information, contact Tech. Sgt. Delphia Macon and Tech. Sgt. Vanessa Polk, 42 MSS/DPF, DSN 493-2353.

### **Relocation Assistance: The "Lackland Express" 37th Mission Support Squadron Lackland AFB, Texas**

The 37th MSS Relocation Staff developed a first-ever electronic sponsorship package (called "Lackland Express"). This electronic sponsor package contains the relocation letter with an electronic signature; a sample sponsor letter that can be modified or replaced by the sponsor; the pre-move guide normally included in the sponsor package; and a list of Web sites that provide maps and information on housing, day care, job search links, and other community activities and services. The items can be attached to an e-mail from the sponsor to the newcomer.

The package was used successfully for more than 90 civilian and short-notice military newcomers who previously would have only received limited orientation information. The process takes the guesswork out of whether the newcomer received the package through the Microsoft Outlook's "message received" feature. For more information, contact Ms. Carla Schoon, 37th MSS/DPF, DSN 473-0037.

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## MUNITIONS

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circuit cards (smart cards), optical memory cards, non-contact carrier devices (active and passive radio frequency hardware), contact carrier devices (button memory), magnetic storage media, machine vision, optical character recognition, voice recognition, and satellite tracking equipment.

In phase two, AIT will be applied end-to-end in the on-base

munitions process to minimize manual data entry, and to capture and ensure accurate information is quickly and easily available to deployed forces and all echelons of command. This phase will produce a "fieldable" capability ready for adoption by the munitions community, as part of their system modernization efforts. The phase two completion date is September 2001.

HQ USAF/ILM recently approved a plan developed by HQ

SSG/ILW to modernize the entire Air Force ammunition system. The plan will combine current CAS systems into one ammunition system operating in an unclassified mode on the GCSS-AF Integration Framework. The capabilities demonstrated in MDC phases one and two will have a strong influence on that modernization effort.

Results will be provided to the *intercom* staff as they become available.

# Web security ... not a matter of luck

By Maj. Barry Jones  
Information Assurance  
Policy Branch

Air Force DCS for Communications and Information  
Washington

In a manner similar to the Internet, the Air Force worldwide information system network (our Web) has evolved and taken on an unforeseen life of its own. But unlike many commercial entities on the World Wide Web (such as Yahoo, eBay and Amazon), we have experienced no lasting adverse impact from an outside threat within our Web. Why? Positive and diligent Web security policies and procedures practiced by conscientious Air Force members. We've been very good and even a little lucky.

With increasing numbers of applications becoming Web-based, and with the advent of the Air Force Portal, virtually every major functional application will be accessible through the Web. Our Web has recently been singled out as an integral part of combat operations in DOD's Kosovo After-Action Report:

***“Several important communications capabilities saw their first significant combat application: use of Web-based technologies for coordination and information sharing...”***

As we are becoming increasingly reliant on the Web, we must also increase our level of vigilance in securing our Web-enabled information systems and the data available on the Web. Most of our communications and information professionals are keenly aware of the requirements to secure our information systems through certification and accreditation, finding and fixing vulnerabilities, virus protection, and so on. But not everyone may fully appreciate the impact of those vulnerabilities associated with our information or data on the Web. For example, our Web can provide foreign intelligence agencies, terrorist groups, and other malevolent organizations located anywhere in the world with incredible amounts of information and resources—all available at the click of a mouse.

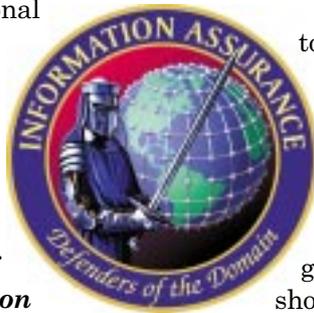
Former Under Secretary of Defense Dr. John Hamre realized this in 1998 and directed a government-wide scrub of all Web pages for sensitive and personal information. He also directed DOD and its components establish a unit charged with reviewing DOD Web pages for sensitive or inappropriate information. By March 1999, the Defense Information

Systems Agency had established the Joint Web Risk Assessment Cell, manned by two active-duty personnel and 20 guardsmen and reservists. They continually evaluate DOD's Web presence for violations of operations security, privacy and information security. While their efforts were initially carried out manually, they've since partnered with other government agencies to use automated tools to routinely significantly simplify their search and evaluation process. (By the way, our adversaries can use the same tools for their harvesting.) The JWRAC chief, Maj. Jim Lyons, routinely briefs senior DOD officials on findings to raise awareness of the problem. Major Lyons said, “Education is the key ... preventing sensitive information from getting on the Web in the first place should be our ultimate goal. The moment we post something on the Web, someone we don't want to have it will have already downloaded it.”

In the Air Force, we're continuing to work to establish the Air Force Web Risk Assessment Cell. AF/XO (Air and Space Operations) leads this effort as a part of the operations security program. “We're still working out details such as the concept of operations, manning resources and chain of command. Learning from the JWRAC's growing pains and partnering with them should help our team mature quickly,” said Capt. Eric Lambert, Air Force OPSEC Program manager.

In addition to these reviews and “damage assessment” teams, everyone should continually scrutinize information placed on the Web. There is no mission-related reason to post birth dates, detailed base maps or flight schedules on the Web, which makes it easily accessible to foreign agents and terrorists. Also, we shouldn't rely on the supposition that only users in the “dot mil” domain have access to our “military-only” Web pages. This level of protection is mythical and these pages should be treated as if they were available to the public. While AFIs and training materials are being updated to refine our Web posting processes, everyone needs to apply common sense and a large dose of awareness when developing, implementing and maintaining the information we make a part of our network weapon system.

The bottom line ... if we leave a weakness in our Web, the odds are that it will not only be found, but exploited by a person or group intending to do harm. Information Assurance is everyone's job. We must all do our part to ensure Web security ... and to take luck completely out of the picture.





**W**ASHINGTON – Early 1998, in a briefing room deep in the Pentagon, the Joint Staff presented top DOD leaders a series of briefings that raised more than just a few eyebrows.

Selected leaders were shown how it was possible to obtain their individual Social Security numbers, unlisted home phone numbers, and a host of other personal information about themselves and their families — simply by cruising the Internet.

These briefings dramatically and effectively demonstrated the ease of accessing and gathering personal and military data on the information highway — information which, in the wrong hands, could translate into a vulnerability.

The concern about the availability of personal information on key DOD leaders began with a simple inquiry from one particular flag officer who said he was receiving a large number of unsolicited calls at home. In addition to having the general's unlisted number, the callers knew specifically who he was.

#### **TOO MUCH ABOUT TOO MUCH**

Beginning with that one inquiry, the Joint Staff set out to discover just how easy it is to collect data not only on military personnel, but the military in general. They used personal computers at home, used no privileged information — not even a DOD phone book — and did not use any on-line services that perform investigative searches for a fee.

In less than five minutes on the Net, starting with only the general's name, they were able to extract his complete address, unlisted phone number, and using a map search engine, build a map and

driving directions to his house.

Using the same techniques and Internet search engines, they visited various military and military-related Web sites to see how much and the types of data they could gather. What they discovered was too much about too much, and seemingly too little concern about the free flow of information versus what the public needs to know.

For example, one Web site for a European-based installation provided more than enough information for a potential adversary to learn about its mission and to possibly craft an attack.

Indeed, the Web site contained an aerial photograph of the buildings in which the communications capabilities and equipment were housed. By pointing and clicking on any of the buildings, a Web surfer would learn the name of the communications system housed in the building and its purpose.

#### **“DATA MINING” MADE EASY**

Taking their quest for easily accessible information one step further, the Joint Staff decided to see how much information could be collected just by typing a military system acronym into an Internet search engine. While not everyone would be familiar with defense-related acronyms, many of them are now batted around the airwaves on talk shows and on the Internet in military-related chat rooms. They soon discovered how easy it was to obtain information on almost any topic, with one Web site hyper-linking them to another on the same topic.

What the Joint Staff was doing when they collected their information is commonly called “data mining” — surfing the Net to collect bits of information on individuals, specific topics or organizations, and then trying to piece together a complete picture. Individuals do it, organizations do it and some companies do it for profit.

**W**hile the information they discovered presented legitimate concerns, it wasn't all negative. The Army's Fort Belvoir, Va., home page was cited as one example of a Web site which served the needs of both the military and the public. It had the sort of information families or interested members of the public need and should get.

So what does all this mean? Is DOD creating individual and institutional security problems? In the rush to make information available to the internal audience, is too much being made available to the public and those who might want to inflict harm?

The Joint Staff doesn't pretend to have all the answers to these questions, but is encouraging users to think about these issues whenever they put information on the Internet; and they believe that, in some cases, DOD is its own worst enemy.

## NEED TO KNOW vs. RIGHT TO KNOW

Michael J. White, DOD's assistant director for security countermeasures, agrees with the Joint Staff analysis. Moreover, as a security expert, he is concerned DOD does indeed exceed what needs to be on the Internet.

"For fear of not telling our story well enough, we have told too much," he said. "Personally, I think there's too much out there ... and you need to stop and ask the question: Does this next paragraph really need to be there, or can I extract enough or abstract enough so that the intent is there without the specificity? And that is hard to do because we are pressed every day. So sometimes expediency gets ahead of pausing for a minute and thinking through the process: Does the data really need to be there? Is it going to hurt me tomorrow morning?"

**D**OD's policy on releasing information to the public, as spelled out by then Defense Secretary William Cohen in April 1997, requires DOD "to make available timely and accurate information so that the public, Congress and the news media may assess and understand the facts about national security and defense strategy." The same statement requires that "information be withheld only when disclosure would adversely affect national security or threaten the men and women of the Armed Forces."

"On the one hand," Maj. Brad Ashley, Pentagon Joint Staff, said, "we have fast, cheap and easy global communications and coordination. On the other hand, we find ourselves protecting official information and essential elements of information against point-and-click aggregation. Clearly, this balancing act is a function of risk management. Full openness and full protection are equally bad answers. We have a serious education, training and awareness issue that needs to be addressed."

The Joint Staff repeatedly returns to the issue of "point-and-click aggregation" as a problem that is often overlooked when military personnel and organizations place data on the Internet. What they're referring to is the ability to collect bits of information from several different Web sites to compile a more complete picture of an individual, issue or organization with very little effort.

"The biggest mistake people make is they don't understand how easy it is to aggregate information," Lt. Col. Buzz Walsh, Pentagon Joint Staff, said.

**T**he lesson from this is that even though what is posted on the Net is perfectly innocent in and by itself, when combined with other existing information, a larger and more complete picture might be put together that was neither intended nor desired.

A more obvious problem, yet still one not always considered when posting information on the Internet, is that the "www" in Web site addresses stands for World Wide Web. Information posted may be in-

tended only for an internal audience — perhaps even a very small and very specific group of people. But on the Net, it's available to the world.

**T**his, security experts agree, is an enormous change from the time when foreign intelligence gathering was extremely labor intensive and could only be done effectively on U.S. soil.

"If I'm a bad guy, I can sit back in the security of my homeland and spend years looking for a vulnerability before I decide to take a risk and commit resources," Major Ashley said. "I'm at absolutely no risk by doing that. I can pick out the most lucrative targets before hand, and may even just bookmark those targets for future use. We won't know something has been compromised until it's too late."

Mr. White agrees with the Joint Staff's concern. "You can sit in Germany and have access to the United States just as easily as you can in Australia or the People's Republic of China or Chile," he said. "It doesn't matter where you are. You can go back and forth and in between and lose your identity on the Net instantaneously. Those who seek to use the system feel comfortable they won't be discovered."

## FOUO MEANS FOUO

In addition to these issues, security experts see another recurring and disturbing problem. In the rush to take advantage of the Net's timeliness and distribution capabilities, military personnel are forgetting about or ignoring the For Official Use Only policies which previously made the information more difficult to obtain. Yet anyone using the Internet doesn't have to venture far into the array of military Web sites to come across one which states: "For Official Use Only."

**I**f the information is For Official Use Only, security experts said Web site developers, managers and commanders must ask themselves whether the information should be there in the first place.

While officials are most concerned about the information being placed on military Web sites, they had similar warnings about individual or family Web sites. The Joint Staff recommends the same precautions should apply at home, especially as personnel move into high-ranking, key leadership positions.

## IT'S A COMMANDER'S ISSUE

At a time when the flow of information is beyond anyone's capability to either digest it or control its direction, it's not likely the problems brought forward by the Joint Staff will be solved any time soon. The first step, security experts said, is awareness the problems exist. Commanders have to understand not just the information capabilities of the World Wide Web, but the information vulnerabilities as well.

The second step, Colonel Walsh pointed out, is for commanders to become actively involved in the issue

## Site Restriction

This site is intended for the use of United States Government Agencies only. Do not reproduce or distribute the content of this site to a wider audience without coordination with the information owner and your unit public affairs office.

# Restricted vs. public access for Web pages

By Cynthia M. Crowe

*Air Force Communications Agency  
Scott AFB, Ill.*

Have you ever wondered why we have public and restricted Web pages? Aren't we just duplicating our efforts by having to create two separate sites?

First, your Public Affairs office approves release of government information to the general public. This has never changed; however, with the evolution of Web pages, information has often been posted on public Web pages without proper approval from the PA office. What we need to realize about information is that whether it's in electronic or physical form, it's the same information.

Guidelines for establishing Web sites are listed in AFI 33-129, *Transmission of Information Via the Internet*. Each base should have a public Web site, as well as its own restricted Web site.

\* The public Web page's release responsibility lies with the PA office and the public site must be registered with *Air Force Link*. Public sites should serve the needs of both the military community and the general public. They should contain the sort of information families or interested members of the public need and should get.

\* Restricted Web pages' release responsibilities lie with the

information providers and page maintainers to ensure their information has obtained release authority before it's posted. Depending on the information, restricted sites can be limited to access by .af.mil, .mil or .gov. AFI 35-205, *Air Force Security and Policy Review Program*, outlines release procedures and authority.

One of the real issues is "point-and-click aggregation" as a problem that may be overlooked by individuals placing information on the pages. This is the ability to collect bits of information from several different Web sites to easily compile a more complete picture of an individual, issue or organization. You should ask yourself, "Does this information need to be there, or can I eliminate enough so the intent is there without being so specific?"

The lesson from this is for us to be aware even if information posted on our Web pages is perfectly innocent in and by itself, when combined with other information, a larger and more complete picture might be put together that could cause harm to the organization concerned. Current Air Force policies require reviews prior to releasing data on Web pages, but the flow of information is so great that there may be a tendency to overlook these reviews and to fail to duly consider the aggregation problem.

## WEB SECURITY

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of what's being put on the Internet. Current DOD policies require local commander, public affairs and security reviews prior to release of data on Web pages. But the flow of information is so great, these reviews may not be occurring and few are looking at the aggregation problem.

"I think it would be very appropriate for a public affairs officer to be the commander's lead representative," Colonel Walsh said. "But it's a commander's issue and it should go down command lines. This is certainly an operational security issue. Just like operational security is everybody's business, this ultimately is everyone's responsibility."

Mr. White concurred and recommends installations create "security-integrated product teams" which would be tasked to develop and implement guidelines for creating and monitoring Web sites on the installation.

"I think having a group come together before the (Web site development) process begins will remove an awful lot of pain in the long run," Mr. White said. "We need to step back and think before we begin any effort, because once it's done you can't undo it. That makes it very hard in a digital environment."

Although it's not possible to retrieve what's already on the World Wide Web, nor predict how it will influence future security issues, it's not too late to make a difference. With a little more forethought and a lot more planning, it will be possible to better protect the next generation of warfighters, both on and off the battlefield. (*American Forces Information Service*)

# Interagency OPSEC support staff offers Web content courses

The Interagency Operations Security Support Staff provides training in the courses listed below. If interested in having these courses brought to your organization and tailored for your personnel, please contact the IOSS at (301) 982-0323.

For more information, visit their Web site at <http://www.iooss.gov>.

## Web Content Vulnerabilities Seminar

**Description:** Seminar addresses the vulnerabilities associated with using pages to provide information to the public and those associated with using the Internet to do open-source research. The focus is on content rather than technical security.

**Audience:** Web page administrators, public affairs officers, and information security practitioners.

**Delivery Mode:** Platform instruction with student participation in small group.

**Length:** Three days

**FY 2001 Schedule:** Feb. 6-8, Greenbelt, Md.; Aug. 21-23, Greenbelt, Md.

Visit the IOSS Web site for more information.

## OP-300 Operations Security Fundamentals

**Description:** Course designed to provide federal employees and federal contractors with a basic working knowledge of OPSEC as outlined in National Security Decision Directive (NSDD-298). Lectures focus on understanding how OPSEC principles are used in the workplace, especially in the law enforce-

ment, military, research, development, testing and engineering, and acquisition communities.

**Audience:** Course is useful for those who need a familiarity with the OPSEC process, to include managers and executives.

**Delivery Mode:** Platform instruction with student participation in small group.

**Length:** One day

**FY 2001 Schedule:** Feb. 12, Apr. 24 and Aug. 8, Linthicum, Md.

Visit the IOSS Web site for more information.

## OP-301, Operations Security Fundamentals CBT

**Description:** This course is designed to provide federal employees and federal contractors with a basic working knowledge of OPSEC and how it applies to executive branch agencies and departments. The course focuses on the history of OPSEC and the OPSEC process as described in NSDD-298. Students have an opportunity to choose scenarios to practice OPSEC in different environments.

**Audience:** Unit personnel who require knowledge of the OPSEC process, but who will not be asked to perform OPSEC analysis, including managers, working group members, and OPSEC coordinators supporting the unit OPSEC program.

**Delivery Mode:** Computer Based Training provided on one CD. Contact the IOSS at (301) 982-0323 or visit the IOSS Web site to order the CD.

**Length:** Self-paced, approximately four hours

## 10 Things Not to Put on an Air Force Public Web Site

- \* Classified, for official use only, or unclassified sensitive information
- \* Contractor proprietary information
- \* Privacy Act information
- \* Sensitive mission data, such as unit capabilities or performance
- \* System capabilities, vulnerabilities, concept of operations, architectures
- \* Social Security Numbers
- \* Home addresses
- \* Dates of birth
- \* Detailed information or pictures of family members
- \* Itineraries

# Concept of Operations for the Air Force Information Enterprise: A vector for the future

By Col. Douglass W. Donnell

*Deputy Director of Mission Systems  
Air Force Deputy Chief of Staff  
for Communications and Information*

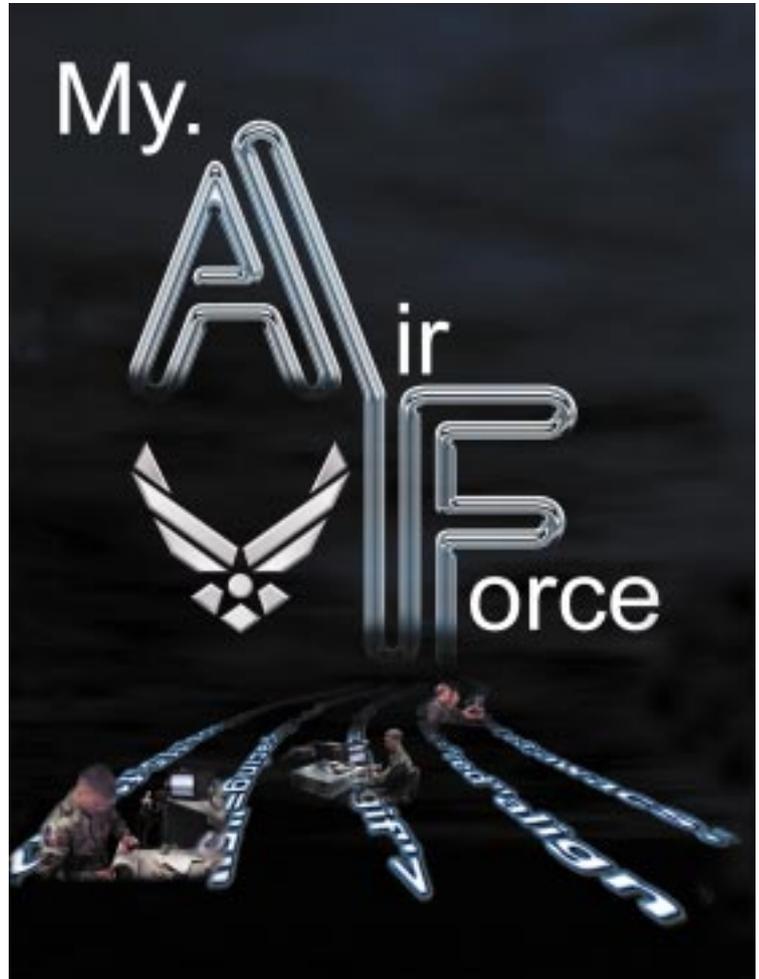
Information Superiority is one of the key concepts highlighted in Joint Vision 2020. Delivering the right information, in the right format, to the right place, at the right time is essential to providing a combat edge that will keep our forces a step ahead of any adversary. The Balkan conflict clearly demonstrated the potential of information technology to leverage our warfighting capabilities to new levels of lethality and precision.

While recognizing the potential information technology afforded us, the Air Force's senior leadership also recognized our shortcomings. In a speech to the Washington D.C. chapter of the Armed Forces Communications and Electronics Association last May, Secretary of the Air Force F. Whitten Peters gave a stark description of the Air Force's IT infrastructure environment:

*Through decentralization of purchasing and system design, we have created an environment where our IT infrastructure is inappropriate for the work we are trying to do and the number of trained personnel we have to do that work.*

Last summer's information technology summit, bringing together leaders from the Air Force and industry, underscored the need for change. But what changes needed to be made, and how would we ensure the Air Force moved in the right direction? To answer those fundamental questions, Lt. Gen. John L. "Jack" Woodward Jr., Headquarters Air Force Deputy Chief of Staff for Communications and Information, commissioned a focus group of major command and Air Staff representatives from diverse backgrounds to write an "Air Force Information Enterprise Concept of Operations" to create a vision for our future IT infrastructure. The group began by taking a critical look at our current situation and the problems that inhibit information superiority, then focused on the means that technology provides to solve those problems. The resulting document will give people throughout the Air Force a common direction and common goals to meet future warfighter needs.

The CONOPS states that, despite spending more than \$4.9 billion annually on information technology,



*Graphic by Staff Sgt. Jason T. Arnold*

the Air Force still finds itself with many legacy stovepipe systems that make it difficult, if not impossible, to share information. When looking at "standards," there are so many that we question what a "standard" really is. Many of our information processes are duplicative, and the slow pace of our policy formulation and funding is far outpaced by the explosive growth in technology. Inefficient use of bandwidth drives the need for even more — when there's already a recognized shortage. These problems and an insufficient number of qualified IT professionals will be with us into the foreseeable future.

So, what can we do to solve these problems? The foundation of the Enterprise CONOPS is the need for an Air Force-centric approach to information technol-

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**By Matt Tulis**  
100th Air  
Refueling Wing  
Public Affairs  
Royal Air Force  
Station  
Mildenhall,  
England

“All stations, all stations, all stations this is Croughton, Croughton, Croughton ... this is Croughton signing off the air ... Croughton out.”

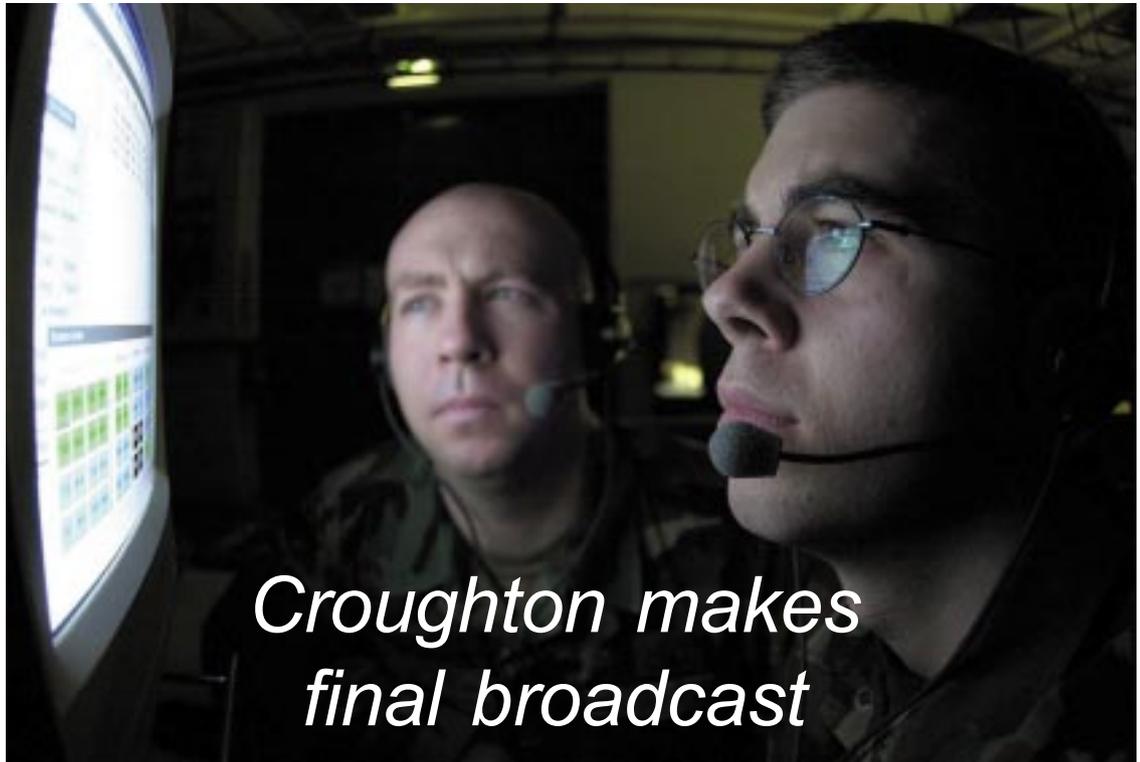
With these words, 49 years of manned high frequency radio operations came to a close. A ceremony Dec. 14 at RAF Croughton, home of the 422nd Air Base Squadron, marked the end of one era and launched the beginning of the System Capable of Planned Expansion, or SCOPE, Command era.

Located 70 miles northwest of London, RAF Croughton is a key component of Team Mildenhall and a geographically separated unit assigned to the 100th Air Refueling Wing, RAF Croughton.

Almost as long as the Air Force has been in existence, “Radio Croughton” has been there providing information on flight patterns, weather conditions, clearances and flight levels covering more than two million square miles of Atlantic Ocean.

Explaining the historical significance of the event, Capt. Dave de Tenley, mission systems flight commander said, “The global station founded the American presence at RAF Croughton.”

“I remember 20 years ago as a new copilot flying a C-130 (Hercules) over the Atlantic, learning how to operate the HF radio,” said Col. Bruce Burda, 100th ARW commander. “It was always reassuring to make that hourly check with RAF Croughton, give them a position report and ask for a phone patch to get through to weather or to get advice on a systems problem with the aircraft.”



*Photo by Master Sgt. Keith Reed*

**Tech. Sgt. Brian Nutter (left) and Senior Airman Josh Langworthy monitor the System Capable of Planned Expansion Command console at Royal Air Force Croughton, England. The new system allows trans-Atlantic aircrews to direct-dial phone numbers on the best frequency available.**

The storied history of Radio Croughton provides numerous examples of emergency aid to yachtsmen adrift or downed balloonists in need. The station was often the only link between rescuers and those in peril.

“We’ve provided the communications lifeline to aircraft and coordinated whatever emergency services were needed,” said Master Sgt. William Maki, global high frequency operations chief.

“It may not have been somebody hollering out ‘mayday, mayday, mayday,’ and they may not have declared an in-flight emergency, but they wanted to call ahead and let folks know that they would be diverting — that’s the kind of coordination that has gone on,” he said.

However, the day-to-day operations of the station were more routine.

“Typically, we work with Department of Defense aircraft,” Sergeant Maki said.

“They’ll ask us for phone patch service as part of their normal procedures to call ahead. For instance, if they’re flying in to Ramstein (AB, Germany), they may call into Sembach (AB, Germany) and find out

# Web site will help A-76 competitions

## DOD's one-stop shopping for A-76 information

By **Jim Garamone**

*American Forces Press Service  
Washington*

A new DOD Web site will help with A-76 competitions.

The SHARE A-76! Web site, at <http://emissary.acq.osd.mil/inst/share.nsf>, is "one-stop shopping for A-76 information," said Annie L. Andrews, assistant director for competitive sourcing and privatization. In A-76 competitions, in-house organizations and the private sector compete to be the selected service provider. The two factions have split competitions about 50-50 over the years, but the process continues to provide savings to DOD and the taxpayers regardless of who is

selected, Ms. Andrews said.

She called SHARE A-76! a "Knowledge Management Site" that links to internal and external Web sites having anything to do with A-76. This is important for field technicians and employees involved in the cost comparison process, she said, because the process isn't easy to learn and most people go through it only once.

Ms. Andrews said the site can help field technicians develop the various A-76 required documents. Contracting officers and personnel officers may also find it useful for A-76 information. She hopes the field will use the site to share best practices. She said one force behind the Web site is to encourage technicians to submit good ideas about performing cost comparisons so others throughout DOD can learn from their experiences.

For example, an Army technician's A-76 best practice could help an Air Force or Navy technician improve their processes.

"It can also help policy people who want to look at the most recent Office of Management and Budget policy update as well as recent bid protest decisions made by the General Accounting Office. Intelligent, sophisticated search tools allow users to browse and access myriad materials related to A-76 topics. "If you want to re-search performance work statements it will search all the links and all the documents," Ms. Andrews said. "It's designed for multiple organizational levels, but it's mainly focused on helping field technicians or improving the process."

A site visitor will see the cost comparison process model from public announcement to the decision. Other site features include the services' A-76 regulations and OMB and DOD policies and procedures. "Another nifty feature is the 'What's Hot' on the site which is where the Competitive Sourcing Office posts the latest DOD information regarding the program," she said.

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## CROUGHTON

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what the weather is like in Ramstein before they land. Just the routine kinds of communication that facilitates a safe flight."

As communications technology advanced, the operators at Croughton kept up with the changes and adjusted to the new capabilities the equipment allowed.

"The frequency spectrum (that operators broadcast on) has stayed the same, but the technology has brought us to better efficiencies," Sergeant Maki said, "allowing us to use the spectrum better with less maintenance and less cost.

"SCOPE Command, what we're upgrading to now, is really more of the same," Sergeant Maki said. "It makes us more efficient, it enhances the mission. It makes us better."

Today, SCOPE Command enhances communications to link aviators with ground controllers, weather forecasters and even the chain of command

back at home base.

"We get three major advantages out of this," Sergeant Maki said. "First, new aircrews have a phone that can dial the number they need in order to talk to somebody. It operates a little different but essentially it's the same thing we have on our desks.

"Second, the equipment automatically selects the best frequency," he said.

"Before, we would make educated guesses about which frequency was going to work the best. We don't have to do that anymore."

Finally, the equipment can be operated remotely. Operators are no longer required to man global stations worldwide. Communications specialists at Central Net Control Station, Andrews AFB, Md., run the system with only maintenance support needed on site, Sergeant Maki said.

"The maintainers for the equipment are still here," Captain de Tenley said. "The people who are responsible for the antennas, that both transmit and receive the radio signals, are still at Croughton. So, our mission here hasn't gone away."



## Students dig into deployable comm package

By Tech. Sgt. Andrew Gates  
5th Combat Communications Squadron  
Robins AFB, Ga.

Members of the 5th Combat Communications Group tutored people from four Air Combat Command bases on the intricacies of deployable communications during a two-week hands-on course that ended December.

The course was similar in concept to a field training detachment, said Master Sgt. Russell Weeks, who managed the course.

“The students here have already been through a school at Keesler AFB, (Miss.), where they learned about the equipment,” he said. “Here, they have an opportunity to actually work with the equipment and put it together.”

The students worked with the new Theater-Deployable Communications, or TDC, package. This communications package provides the basics for voice and data communications at a deployed location.

In the course the students learn how to connect the equipment, and gain practical experience in deploying it from the Air Force’s experts in establishing communications networks in austere conditions.

“We’re taking those folks who have worked at a base with a fixed communications structure, but who will be deploying with an (aerospace expeditionary force),” Sergeant Weeks said. “We teach them about site locations (and) potential shortfalls, and throw problems at them based on our experience.”

This class had 35 students from Ellsworth AFB, S.D.; Shaw AFB, S.C.; Barksdale AFB, La.; and Cannon AFB, N.M. Three more classes will provide basic information to 12 other Air Force units.

“Our objective here is to provide TDC training to the technicians and managers who will then train people in their unit,” Sergeant Weeks said. “Once someone has seen how all those boxes on a pallet fit together, developing a communications (system) from the ground up will be less daunting.”

The class was a fantastic start, said 2nd Lt. Oscar Parra from the 2nd Communications Squadron at Barksdale AFB.

“You can read a lot of technical specifications and still not learn what you need to feel comfortable with a system,” he said. “However, once you get to look inside the box and disassemble and reassemble the equipment, you have a whole lot more knowledge.” (AFPN courtesy of ACC News Service)

# Superstore provides one-stop shop for all IT products

By Darlene Y. Cowser  
SSG Public Affairs  
Maxwell AFB-Gunter Annex, Ala.

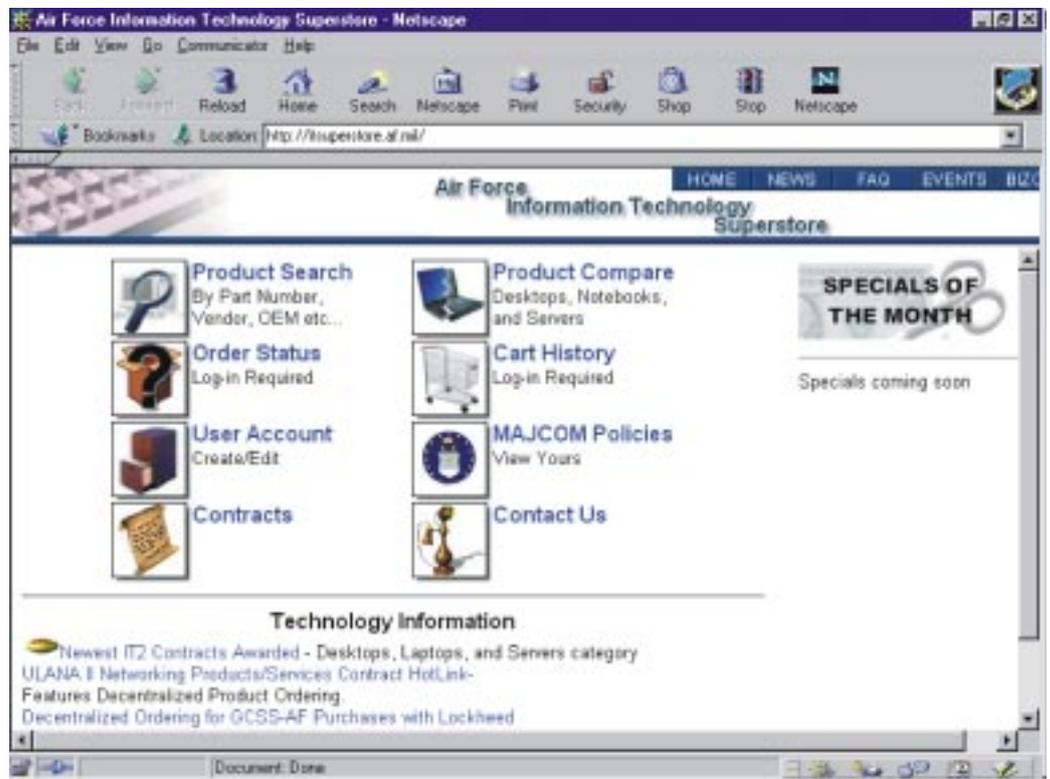
The virtual shelves of the Air Force's online Information Technology superstore have grown to accommodate some 40,000 new items, making the online superstore at <http://itsuperstore.af.mil> the one-stop shop for all IT equipment.

For an acquisition novice ordering one hand-held personal digital assistant, or a savvy e-commerce techie looking for a 800 MHz, 128MB RAM, 20GB HD machine with graphics and sound cards, internal zip drive, and a GB server with plug and play network file storage, IT Superstore visitors find ordering as easy as click-click, and delivery of goods following nearly as quickly.

The IT Superstore is the largest Department of Defense warehouse in cyberspace, providing affordable, readily available, and easily accessible sources of supply for commercial information technology products and services.

The Commercial Information Technology Product Area Directorate, located at Standard Systems Group, manages 40 contracts and blanket purchase agreements with multiple contractors to supply commercial hardware, software and services that run both commercial and government application software.

"Costs are reduced by leveraging U.S. Air Force volume buying power, and we use quality contractors who offer the most current commercial off-the-shelf products available," said Col. Neal Fox, CIT-PAD director. Anticipated sales growth should lead to even lower costs for customers, Colonel Fox added. And ordering doesn't get much more convenient, he



said. "It's very easy for customers to find the products they need and purchase them directly from the contractor via the World Wide Web, and pay with an IMPAC card."

"Prices for hardware are the best available – normally between 15 and 40 percent off list price for a standard PC," said Lt. Col. Dan Altobelli, chief of the CIT-PAD Hardware Division. "Furthermore, with the new BPAs, customers can upgrade a system by purchasing a larger hard drive, more memory, and/or a larger processor. And negotiations in the software area can garner large discounts off GSA prices."

A satisfied customer at Keesler AFB put it this way: "I saved about \$400 per computer and got 25 more computers with my limited funds by going through the CIT-PAD than I would have gotten with the same amount of money if I'd gone direct to each vendor for all of my requirements," said Michael Abbate, training development element chief for the 333rd Training Squadron. "And delivery was just 10

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## IT

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ogy, ensuring that our information moves as the needs of all airmen dictate from an overall Air Force — or enterprise — view. Our desired end state is an environment where expeditionary airmen operate anywhere, anytime, and rapidly exploit information to effectively and securely execute operation missions faster, better and cheaper.

Moving beyond the words, what does that mean in terms of the real Air Force? Imagine, for example, updating information, say a phone number, only once, and the information being immediately accessible to all agencies and

offices with an official need to know. Trips would no longer be required to the MPF, finance, post office, club, chapel, and orderly room to make that one small change. On an operational level, using the same principles, standard real-time data elements can be accessed throughout the Air Force Enterprise to be fused and provide accurate, decision-quality information to users at all levels, from the cockpit to the National Command Authorities. By properly structuring the data elements and coupling them with the backbone connectivity and computing power, information can move seamlessly through the entire enterprise to fulfill requirements when and where needed.

With impetus from the CSAF and SECAF, work has already begun on many of the initiatives needed to push forward. We are establishing a standard Air Force Portal. We have created the Air Force White Pages directory, and have begun the process of consolidating servers.

In outlining the technical, managerial and leadership changes needed to reach the Chief of Staff's vision of *One Air Force ... One Network*, the Air Force Enterprise CONOPS will provide the overarching guidance needed to achieve that goal.

There are many miles left to travel, but the first steps have already been taken.

## SUPERSTORE

From previous page

working days," he said.

Upgrading first-generation Pentiums with



Pentium IIIs was the first real opportunity Mr. Abbate said he had to bring Communications and Information Officers Training Course students to the "leading edge."

"We teach the folks who manage and run Air Force networks," Mr. Abbate said. "Computers are their textbooks and we have to be able to provide the best 'textbooks' for our information warriors who do a considerable amount of research on the Internet. IT Superstore will be my first contact," Mr. Abbate said.

The Buy IT process manager for the Air Force Flight Test Center at Edwards AFB, Calif., said the continuous process improvement of the itsuperstore makes it easier than ever to use. "The Web site uses terms common to installations and contractors so it's very easy to find exactly what you want," said Gary Townsely. "We really like this idea of consolidating sources and products. We're using standard products now so we can more easily identify and correct problems when they occur."



"We've used the IT Superstore many times in the past, and will start using it even more with full distribution of local funding this fiscal year," Mr. Townsely said.

If vendors fail to meet Air Force expectations, they can be quickly replaced by another, unlike the days of three- and five-year contracts that provided



similar products, Colonel Fox said. "The beauty of the BPAs we're using now is that they give us the flexibility to add or drop vendors, depending on their performance and significant increases in product requirements."

Already, the CIT-PAD leads DOD in implementing electronic commerce. More products are sold off the CIT-PAD Web page than any other DOD site, Colonel Fox said. The CIT-PAD team managed sales approaching \$516 million in fiscal year '00, and \$640 million sales are expected this year.

CIT-PAD BPAs are the Air Force Materiel Command's preferred source for IT equipment, and all DOD organizations and other federal agencies authorized to place orders using a GSA schedule are authorized to use these BPAs.

"Our latest effort to issue BPAs for IT equipment provides our customers with literally thousands of products to satisfy their IT requirements for upgrading and complementing existing systems," said Stephen Sigler, CIT-PAD acquisitions chief, "and we've addressed the assistive technology for the disabled (Section 508) with numerous products in this area."

The most recent round of BPAs issued went to Computer Discount Warehouse-Government, GTSI Corporation, and Westwood Computer Corporation. The CIT-PAD expects to issue more BPAs soon, further increasing the savings on leading name brand products available to IT Superstore visitors.



# AFMC plugs into Air Force Portal

By Tech. Sgt. Carl Norman  
AFMC Public Affairs  
Wright-Patterson AFB, Ohio

The single Air Force information portal Version 1.0 opened to Air Force Materiel Command people in January, with the eventual goal of giving its members one-stop information shopping at their desktop. In the future the portal will consolidate data from hundreds of information systems across the Air Force with one single point of entry, according to Capt. Mark Human, AFMC's plans and implementation technical director. This will provide added security as well as reduce costs. Users can access the portal from a standard Web browser using a secure ".mil" network.

AFMC will issue 6,900 licenses, or access authorizations, in its initial activation. About 900 of those will go to people at the headquarters while the other 6,000 go to people at Eglin AFB, Fla., who will act as a test bed, Captain Human said.

He also said that by the end of January, AFMC would request an additional 8,000 licenses to be distributed to all AFMC bases. Every Air Force user should have access to the portal by June 2001.

"The portal is a tool every user will have on their desktop that allows them to get all the information they need to do their jobs," Captain Human said. "It will be the one entry point to the majority of information you may need from any Air Force source."

Captain Human said the integrated logistics area at the Air Force level has some of their automated information systems on the portal, and it is already bearing fruit.

"When it comes to information about aircraft and depot repair items, the IL folks said it normally takes five to seven days to find out typical information on where the breakdown was for getting parts and getting planes back in flight," he said. "Now, just putting them on the portal, they're able to do that same task in minutes versus days."

AFMC plans to work with all the functional areas, mission areas and bases to integrate their AISs into the Air Force Portal during the next few years.

The portal, mandated by former Air Force Secretary F. Whitten Peters and Chief of Staff Gen. Michael Ryan, promises to increase productivity, reduce duplication and allow people from all around the Air Force to share information. This is, according

to Captain Human, what industry leaders say is required for the Air Force to become information centric and save time and money – basically to achieve information superiority. In the increased productivity scheme, the Air Force will reduce duplication by providing a robust search engine that facilitates leveraging and re-using corporate information.

"Currently we sometimes re-generate the same report multiple times because we don't have the tools to publish and share the information products across the community," said Jackie Murray, AFMC communications and information technical advisor. "With the portal, we'll be able to share information and avoid some of these repetitive costs. The search engine will help people find the information they need." This ability to instantly share information is something Captain Human said the Air Force doesn't have right now, but the portal is the road leading there.

"Everyone seems to be on their own when it comes to gathering information and that's the big driver behind this – having all the information you'll need at your fingertips," he said.

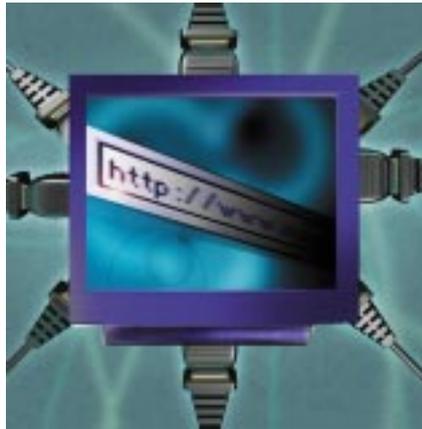
Along with these savings come the cost avoidances standardizing technologies will bring, according to Captain Human. He cited the time when there were nearly as many different e-mail systems being used as there were Air Force bases, and many of those didn't communicate well with each other.

"When we standardized the e-mail, we were able to communicate more efficiently and cut down on the number of e-mail systems we had," he said. "It's the same thing with the portal."

"By using the portal, we standardize our software and leverage our purchasing power. Once we standardize, we can buy at the Air Force level instead of each base or organization having to go out on their own."

But cost savings and cost avoidance alone aren't good enough reasons to implement the portal, according to Captain Human. He said a somewhat inflexible Air Force technological outlook is like a lock and the portal is the key to flexibility to allow each user to customize his or her desktop to have all the information they need right there – all the time.

"If a parts manager at Wright-Patterson is moved to Hickam (AFB, Hawaii), he or she can have the



## PORTAL

*From previous page*

same desktop setup and access to the same information in Hawaii that they had in Ohio," he said. "This gives the user a consistent view of the variety of systems and data they need to execute their mission, regardless of what major command they're in or environment they're deployed to."

And all this is especially good news for the warfighter, who Captain Human said this technology is all about.

"All this information, all those different systems, the aircraft repair information and the weapons systems that are out there, when collaboratively brought together will create huge improvements in managing knowledge vital for the air operations center folks and leaders at all levels," Captain Human said. "They'll be able to instantly have a picture of how their command, center or wing shapes up rather than having to wait on reports that could take weeks to generate."

Captain Human said if the Air Force doesn't go to this type of environment, "We will be that much farther behind industry and possibly our adversaries who are keeping up with technology. And, it will negatively impact our ability to conduct e-business and e-commerce.

"The most successful companies are able to quickly establish corporate partnerships and share and leverage corporate information," he said. "This type of tool will help us adapt to that type of environment where we're able to create the partnerships with industry, have a mechanism for sharing information, and make our partners aware of where we're moving in this area."

## Desert Storm memorabilia sought

The Air Force Communications Agency's public affairs office is looking for items associated with Desert Storm to display in the communications and information Visitors Center at Scott AFB, Ill. People are encouraged to donate memorabilia such as photographs, documents and small items associated with communications and information. Desert uniform items may also be included. The center was opened in 1989 as part of dedication ceremonies for the Lt. Gen. Harold Grant building. Some of the items currently on display include old telephones, a 1920s telephone switchboard, teletype machines, radio school memorabilia, cryptographic equipment, combat communications gear, and much more. If you have anything you'd like to donate, please contact the public affairs office at DSN 576-4396, (618) 256-4396, or [afca.xppa@scott.af.mil](mailto:afca.xppa@scott.af.mil)

## Help wanted

### Massachusetts Air National Guard

The Massachusetts ANG is seeking active-duty service members willing to separate from the Air Force to fill full and part-time vacancies within the Massachusetts ANG. All members of the Massachusetts ANG are entitled to 100 percent free tuition at all state colleges and universities. You will also receive your active duty Montgomery GI Bill benefits. If we can't place you in your current Air Force Specialty Code, retraining is available. If you're interested in a Palace Chase/Front assignment, call Master Sgt. Pete Gorman at DSN 256-7467 or toll-free at 1-888-301-3103, ext. 7467, e-mail to [peter.gorman@mabarn.ang.af.mil](mailto:peter.gorman@mabarn.ang.af.mil), or visit our Web site at <http://www.state.ma.us/guard/>

### New Hampshire Air National Guard

The 157th Air Refueling Wing, Newington, N.H., is hiring for several AFSCs: 2E1X3-Ground Radio Communications; 2E1X4-Intrusion Detection System; 2E6X3-Telephone Systems; and 3A0X1-Information Management. Please contact Master Sgt. Norma Long at DSN 852-3508, or 1-800-257-9368. New Hampshire offers 100 percent college tuition to state schools on a space available basis.

## intercom

special focus issues, deadlines for submissions

**April** - PACAF Comm and Information (deadline - Feb. 26)

**May** - Information Management (deadline - March 28)

**June** - People First (deadline - April 27)

**July** - Better Ways of Doing Business (deadline - May 30)

**August** - Information Technology initiatives (deadline - June 28)

**September** - New Comm & Info Technologies (deadline - July 31)

**October** - Almanac edition (deadline - Aug. 30)

**November** - Global Information Grid (deadline - Sept. 28)

(watch for updates/changes to themes)



**Major**

Dana G. Sawyers  
 Louis Miles Montgomery  
 Edward L. Traynham III  
*702nd CSS, Tyndall AFB, Fla.*

**Senior Master Sgt.**

Phillip B. Scott  
*3rd CS, Elmendorf AFB, Alaska*

**Master Sgt.**

Steven J. Walke  
*702nd CSS, Tyndall AFB, Fla.*  
 Roger Barnett  
*86th CG Ramstein AB, Germany*  
 Eric J. Baumgartner  
 Verdie A. Bowen  
 Ronald Rowan  
 Anton Kralj  
*3rd CS, Elmendorf AFB, Alaska*

**Tech. Sgt.**

Cecil McCullough  
*702nd CSS, Tyndall AFB, Fla.*  
 Javier DeLarosa  
 Benny D. Garcia  
 Mark Steen  
 Kevin Hatch  
 Trampas Kilpatric  
 James A. Jones  
 John Jaap  
 David Petit  
 Tabb Pitt  
 John Sanders  
 George G. Zemanek  
*3rd CS, Elmendorf AFB, Alaska*

**Staff Sgt.**

Edith G. M. McNally  
 Danielle L. Smith  
*702nd CSS, Tyndall AFB, Fla.*  
 Erik J. Foisey  
 Juliette E. Richardson  
 Donald H. Fidler  
 Jeremy Dodson  
 Aaron Taublee  
 Mark Love  
 Jay D. Phillips  
 Richard L. Rummel Jr.  
*3rd CS, Elmendorf AFB, Alaska*

**Senior Airman**

Jose Hernandez  
 Demarrio Spence  
 Terrance L. Spikes  
 Bradley E. Walters  
 Justin Holt  
*3rd CS, Elmendorf AFB, Alaska*

**Airman 1st Class**

Demetria Cooper  
 Alaina N. Ybarra  
*86th CG, Ramstein AB, Germany*

Sully Poblano  
 Bradley Skelton  
 Jeremiah Thoman  
 Kellie E. Morrill  
 Tia J. Leggett  
 Cason D. Bronsert  
 Neftali Herrada  
 Justin M. Yesis  
*3rd CS, Elmendorf AFB, Alaska*

**Airman**

Nick Kahal  
 Nathan Furtado  
 Angel Davenport  
*3rd CS, Elmendorf AFB, Alaska*



**NATO Medal**

SSgt. Lucas W. Spring  
*3rd CS, Elmendorf AFB, Alaska*

**Defense Meritorious Service Medal**

TSgt. Martin J. Lease  
*3rd CS, Elmendorf AFB, Alaska*

**Meritorious Service Medal**

MSgt. Troy L. Deaton (1OLC)  
*39th CS, Incirlik AB, Turkey*  
 Capt. Steven E. Hamilton  
*HQ AFMC, Wright-Patterson AFB, Ohio*  
 MSgt. Michael W. Glaze  
 MSgt. Gary L. Cobb  
 MSgt. Rocky McCullum  
 MSgt. Robert Erhart  
*3rd CS, Elmendorf AFB, Alaska*

**Valor & Recognition**

If you've received an award, promotion, or some other newsworthy event, tell the rest of the Communications and Information community. Send an e-mail to [intercom@scott.af.mil](mailto:intercom@scott.af.mil) or mail it to AFCA/XPPA (*intercom*), 203 W. Losey St., Room 1200, Scott AFB IL 62225-5222

ABS	Air Base Squadron
ACOMS	Air Communications Squadron
AFCA	Air Force Communications Agency
AFFMA	Air Force Frequency Management Agency
AFCQMI	Air Force Center for Quality and Management Innovation
AFPCA	AF Pentagon Communications Agency
AFSOC	AF Special Operations Command
AFTAC	AF Technical Applications Center

AFWA	Air Force Weather Agency
ASOS	Air Support Operations Squadron
CCS	Combat Communications Sq
CG/Comm Gp	Communications Group
CLSS	Computer Logistics Support Sq
CS	Communications Squadron
CSG	Computer Systems Group
CSO	Computer Support Office
CPSS or CSS	Computer Systems Squadron
DISA	Defense Information Systems Agency
EIG	Engineering Installation Group
EIS	Electronics/Engineering Installation Squadron
JCSE	Joint Communications Support Element
MSG	Materiel Systems Group
RSG	Regional Support Group
SSG	Standard Systems Group

### **Commendation Medal**

SSgt. Timothy D. Lewis  
SSgt. Barbara Waltenbaugh  
SSgt. Jesse Stein  
SSgt. Natalie Dalton  
SSgt. Michael Miley  
SSgt. Michael T. Renken  
*3rd CS, Elmendorf AFB, Alaska*

### **Joint Service Achievement Medal**

SrA Brian M. Sweet  
*3rd CS, Elmendorf AFB, Alaska*

### **Air Force Achievement Medal**

SrA Charles W. Norman Jr.  
(1OLC)  
SrA David A. Dunnock (1OLC)  
SrA Paul M. French Jr. (1OLC)  
*86th CS, Ramstein AB, Germany*  
SrA Jason M. Danz  
*886th CS, Ramstein AB, Germany*  
MSgt. Robert Erhart  
SSgt. Timothy D. Lewis  
TSgt. Robert Miller  
SSgt. Nance H. Pitts  
SrA Jose Navaez  
SrA Richard L. Rummel  
SrA Earl M. Mollenido  
SrA Andrew P. Sirdorvic  
*3rd CS, Elmendorf AFB, Alaska*



### **Annual Award Winners**

#### **Field Grade Officer**

Maj. Stephen Difonzo  
*HQ AMC, Scott AFB, Ill.*

#### **Company Grade Officer**

Capt. William Bessemer  
*HQ AMC, Scott AFB, Ill.*  
Capt. Steven Paxton  
*AFCA, Scott AFB, Ill.*

#### **Senior NCO**

MSgt. Len Robertson  
*AFCA, Scott AFB, Ill.*  
MSgt. Christie Confer  
*HQ AMC, Scott AFB, Ill.*

#### **NCO**

MSgt. Duncan Roper  
*HQ AMC, Scott AFB, Ill.*

TSgt. Kenneth Shirk  
*AFCA, Scott AFB, Ill.*

#### **Airman**

A1C Catena Jeffcoat  
*HQ AMC, Scott AFB, Ill.*

#### **Category I Civilian**

Lyn Haar  
*AFCA, Scott AFB, Ill.*  
Pat Stevens  
*HQ AMC, Scott AFB, Ill.*

#### **Category II Civilian**

Michael Anson  
*HQ AMC, Scott AFB, Ill.*  
Patricia Katzer  
*AFCA, Scott AFB, Ill.*

#### **Category III Civilian**

Cyndi Marler  
*HQ AMC, Scott AFB, Ill.*

#### **Team of the Year**

Cheryl Barrett, Wil Clark, Cathy Muren, Jan Radcliff, Mary Drolet, Connie Shildt, Tom Segert, Aggie Strieker, Ed Love, Preston Peterson, Lt. Col. Thorne Murrell, Ben Spinks, Diane Hancock, Karen Bunch, Lori Manske, MSgt. Ed Ferguson, Tom Snyder, Mary Innes, Jim Flick, Jerri Tucker, Tim Mucklow, Charlie Laedlein and Wayne Grewe  
*AFCA, Scott AFB, Ill.*

#### **Quarterly Awards (Oct.-Dec.)**

##### **Field Grade Officer**

Maj. Stephen Difonzo  
*HQ AMC, Scott AFB, Ill.*

##### **Company Grade Officer**

Capt. Michael Finn II  
*886th CS, Ramstein AB, Germany*  
Capt. Stephen Conkling  
*HQ AMC, Scott AFB, Ill.*

##### **Senior NCO**

SMSgt. James P. Dossey  
*86th CS, Ramstein AB, Germany*  
MSgt. Jeffrey Davis  
*HQ AMC, Scott AFB, Ill.*

##### **NCO**

SSgt. Scott D. Menhennet

*786th CS, Ramstein AB, Germany*  
SSgt. Lisa Collins  
*HQ AMC, Scott AFB, Ill.*

#### **Airman**

A1C Matthew R. Wells  
*86th CS, Ramstein AB, Germany*

#### **Cat I Civilian**

Vondetta Alford  
*86th CS, Ramstein AB, Germany*  
Mary Nickell  
*HQ AMC, Scott AFB, Ill.*

#### **Cat II Civilian**

Jose E. Rodriguez  
*786th CS, Ramstein AB, Germany*  
Michael Anson  
*HQ AMC, Scott AFB, Ill.*

#### **Cat III Civilian**

Linda Lehmkuhle  
*HQ AMC, Scott AFB, Ill.*

#### **Quarterly Awards (July-Sept.)**

##### **Field Grade Officer**

Lt. Col. Mike McCarthy  
*HQ AMC, Scott AFB, Ill.*

##### **Company Grade Officer**

Capt. Jim Lamkin  
*HQ AMC, Scott AFB, Ill.*

##### **Senior NCO**

Master Sgt. Philip Atkins  
*375th CSS, Scott AFB, Ill.*  
MSgt. Quincy Harrison  
*HQ AMC, Scott AFB, Ill.*

##### **NCO**

TSgt. Duncan Roper  
*HQ AMC, Scott AFB, Ill.*

#### **Airman**

A1C Catena Jeffcoat  
*HQ AMC, Scott AFB, Ill.*

#### **Category I Civilian**

Sherry Faller  
*HQ AMC, Scott AFB, Ill.*

#### **Category II Civilian**

Annie Rohe  
*HQ AMC, Scott AFB, Ill.*  
Felix Watson  
*375th CSS, Scott AFB, Ill.*

