



Acquisition & Logistics Excellence

NAVY NEWSSTAND (JAN. 10, 1006) FISCAL YEAR 2005 CNO ENVIRONMENTAL AWARD WINNERS NAMED

Easter R. Thompson

WASHINGTON—Thirty winners have been selected in the Fiscal Year 2005 Chief of Naval Operations (CNO) Environmental Awards competition, sponsored by the CNO Environmental Readiness Division.

The awards will be presented May 3 at the U.S. Navy Memorial and Naval Heritage Center in Washington.

The annual CNO Environmental Awards program recognizes Navy people, ships, and installations for their exceptional environmental stewardship. The Fiscal Year 2005 competition categories included natural resources conservation, cultural resources management, environmental quality, pollution prevention, environmental restoration, and environmental excellence in weapon system acquisition. The winners, in alphabetical order, are:

Natural Resources Conservation Small Installation Award

- Naval Air Station Whiting Field
- Navy Information Operations Command Sugar Grove
- U.S. Navy Support Facility Diego Garcia

Natural Resources Conservation Individual or Team award

- Naval Air Station Jacksonville Natural Resources Team (Christine M. Bauer, Angela Glass, Will Henry)
- Richard R. Riddle/Commander Navy Region South
- Jim Swift/Naval Air Station Patuxent River

Cultural Resources Management Installation Award

- Naval Air Station Patuxent River
- Naval Air Weapons Station China Lake
- U.S. Fleet Activities Sasebo, Japan

Environmental Quality Non-industrial Installation Award

- Commander Navy Region Hawaii
- Naval Station Great Lakes
- Naval Station Norfolk

Environmental Quality Individual or Team Award

- Naval Air Depot Cherry Point Environmental Management System Team (Edward Childs, Wesley Lamb, James Byrd, Billy Weeks, Andrew Krelie, Michelle Burroughs, Debbie King, Steve Adinolfi)
- Lamberto R. Torres/Southwest Regional Maintenance Center (SWRMC)
- United States Naval Station Guantanamo Bay, Cuba Environmental Quality Team (Frederick W. Burns, Paul H. Schoenfeld, Christopher K. Creighton, Kenneth E. Hendl, John H. Brummett, Jr., Robert W. Bunch)

Environmental Quality Large Ship Award

- *USS George Washington* (CVN 73)
- *USS Harry S. Truman* (CVN 75)
- *USS John C. Stennis* (CVN 74)

Pollution Prevention Industrial Installation Award

- Commander Fleet Activities Yokosuka, Japan
- Naval Air Depot North Island
- Norfolk Naval Shipyard

Environmental Restoration Installation Award

- Naval Air Station Lemoore
- Naval Air Station Whiting Field
- Norfolk Naval Shipyard

Environmental Restoration Individual or Team Award

- Naval Air Station Pensacola Environmental Restoration Team (Betsy Voss, Allison Harris, Bill Hill, Tracie Vaught, Greg Wilfley, Joe Foran, Greg Campbell, Greg Fraley, Brian Caldwell, Gerry Walker)
- Naval Base Ventura County Environmental Restoration Team (Steve Granade, Michael Gonzales, Reza Ghanei, Eric Green, Monica Ryan)
- Naval Station Mayport Environmental Tier I Partnering Team (Diane Racine, Adrienne Wilson, James Cason, Terry Hansen, Michael Halil, Craig A. Benedikt, Beverly Washington, Michael Albert, Mark Peterson)

Environmental Excellence in Weapon System Acquisition Award

- F/A-18E/F & EA-18G Acquisition Programs Team (Mike Rudy, Erin Beck, John Bogner, M. Duarte, Lori Hales, S. Sofian, R. Viktora, Tom Zucal)
- MH-60R Multi-Mission Helicopter Program Environmental, Safety, and Occupational Health (ESOH) Team (Mary Hammerer, Jennifer Paulk)



- P-8A Multi-mission Maritime Aircraft (MMA) Environment, Safety, and Occupational Health (ESOH) Team (Michele Pok, Greg Berry, Thomas Doughty, Flint Webb, Michael Krier, Joseph Krezelak, Tanya Tonnu)

Rear Adm. James A. Symonds, director of the CNO Environmental Readiness Division that administers the environmental awards program, congratulated the winners in a naval message saying, "I am proud that you are working hard to achieve superior environmental stewardship while executing our primary mission of national defense. Your work has added to Navy's ever-growing record of accomplishments, proving yet again that Navy's environmental programs are among the finest in the world."

The winners advanced to the Secretary of the Navy Environmental Awards competition.

For more information about the CNO Environmental Awards program, contact Easter R. Thompson in the Chief of Naval Operations Environmental Readiness Division (N45) Public Affairs at Easter.R.Thompson@navy.mil.

AIR FORCE PRINT NEWS (JAN. 12, 2006) AIR FORCE LOOKS TO BE BEST IN ACQUISITION

Staff Sgt. C. Todd Lopez, USAF

WASHINGTON (AFPN)—The Air Force hopes to be the model within the Department of Defense for how best to procure goods and acquire weapons systems.

"Five years from now, [we want] people to consider the Air Force the premier acquisition Service in the DoD ... that we are heads and shoulders above everybody else in how we buy products and deliver products to the warfighter," said Kenneth Miller, special assistant to the secretary of the Air Force for acquisition governance and transparency.

Much of the responsibility of getting the Air Force to that point will fall on the shoulders of Miller, who was hired in September. Though he doesn't work in Air Force acquisition, he has nearly 30 years of experience in Navy acquisition.

Miller says achieving premier acquisition status will require the Air Force to make a commitment to acquisition governance and transparency.

"A lot of people ask me, 'What do you really mean by governance on the acquisition side?'" he said. "What we are looking at is trying to make sure, from a process standpoint, that we have a way of learning how we do our business across the entire Air Force."

If the acquisition community at one installation is doing something well, that needs to be shared across the Air Force so all those in acquisition can benefit, he said.

"We have a lot of different pieces across the Air Force that do acquisition today," he said. "But we don't have a very good process to glean the goodness that may be going on in one activity, and share that across the board. So we are going to be looking at some integrating processes for the future."

While acquisition governance is about spreading good ideas within the Air Force, transparency is about letting those on the outside know how the Service is purchasing goods, services, and weapons systems.

"We want to be real clear on what we are doing, and to be very honest and open with the way we are looking at our acquisition business," Miller said. "But one of the challenges we have in the Air Force right now is that our overall credibility with sharing information and being forthright in where we are in procurement has really suffered greatly."

In the past several years, the Air Force has experienced credibility problems on Capitol Hill that involve such things as the replacement for the KC-135 Stratotanker and the C-130 Hercules modification project, he said.

While Miller said it might not be possible to completely eliminate the circumstances that created some of those problems, it is the Service's responsibility to recognize those problems earlier and take actions to correct them.

"One of the big challenges for DoD and Congress is the right degree of oversight and review you have in the future, especially on ethics, people, and standards and how they approach disclosure," Miller said. "I don't think you will ever get away from where your people make mistakes ... [but] what is important is that you have an adequate set of processes in place to recognize them."

Miller's role within the Air Force would be to help develop those processes.



“In order to improve our overall credibility, we are going the extra mile in trying to be more open and engaging, more proactive, and preemptive in how we do acquisition business,” he said.

Part of that effort is making sure the Air Force is the first to spread news about itself, whether that news is good or bad. If the Air Force were in the process of developing a weapons system, for example, and the system experienced failures during testing and evaluation, Miller said it would be best to pass that information on as soon as possible to Capitol Hill and the Office of the Secretary of Defense.

“In the past, we would try to be very deliberate about getting as much information as possible before we start to share with people what had happened,” he said. “The problem with that is we have found that our competitors, or people who are not supportive of a certain program, find out about bad news as fast as anybody.”

Those people then pass bad news to Congress, OSD, or the media, before the Air Force has gathered all its information.

“Almost immediately our credibility is at zero, because [Congress] heard about our problem two or three weeks before we gave them all the information,” Miller said.

One solution to that problem is to understand that it is okay for the Air Force to begin sharing information even before it has all the facts, or even has a completely right answer, Miller said.

“In this business, [with] the complexity of the things we are dealing with, the first answer is not always the total answer,” Miller said. “It is about 80 percent right. The big challenge I have had is telling people that it is okay to share information that is 80 percent right—but understand it is not the last time I will talk to you about a particular issue.”

Being able to share information as soon as it happens, rather than waiting to gather facts that can come later, allows the Air Force to establish greater credibility with Congress and the American people, he said.

“So instead of waiting, we will be the first to tell you, and we will tell you the facts, the way we see it today,” he said. “What we are trying to establish with our stakeholders is a credible dialogue back and forth. I will communicate with you on a routine basis on the progress

we are having on a program, so people know what we are doing.”

AIR FORCE MATERIEL COMMAND PUBLIC AFFAIRS (JAN. 31, 2006) AIR FORCE RESEARCH LABORATORY ENGINEER RECEIVES AWARD

Rene Boston

WRIGHT-PATTERSON AIR FORCE BASE, Ohio (AFMCNS)—**Doug Carter**, an engineer from the Air Force Research Laboratory’s Materials and Manufacturing Directorate recently received the Air Force Science and Engineering Award in the category of Manufacturing for 2005.

Carter, who currently works with the directorate’s Manufacturing Technology Division, earned this prestigious award for his contributions to solving a critical material scale-up problem that directly affects the operational maintainability and combat availability of the Air Force’s B-2 bomber fleet.

To improve the B-2 fleet mission capability rate, a major effort was initiated by the B-2 System Group to remove tape covering access panel gaps and fasteners and replace it with a material called Alternate High Frequency Material. AHFM exposes the gaps and fasteners for easy removal and replacement of access panels without any material restoration required. Successful flight tests demonstrated the effectiveness of the AHFM design, but upon material scale-up for fleet-wide implementation, consistent batch-to-batch performance could not be obtained.

Carter initiated a \$2.8 million AHFM Rapid Response Process Improvement Program to solve the consistency problem. The successful program gave the B-2 Systems Group and Air Combat Command the confidence to implement AHFM fleet-wide, both increasing mission capability rate and decreasing maintenance manhours-per-flight-hour by 50 percent. This program resulted in a significant increase in aircraft availability and cost savings.

The AHFM RRPI enhanced the fleet’s high-priority maintainability program and improved material delivery schedule and production cost. The program reduced the material production schedule from 26 weeks to 12 weeks and implemented an improved test method, which saves eight calendar days per batch. Maintenance actions previously requiring a week of aircraft downtime for repair now require as little as 30 minutes.



Finalists of the 2004 Army Performance Excellence Awards (APEA) hosted by Secretary of the Army Dr. Francis J. Harvey (left). The APEA Program was established in 2004 to recognize organizational performance excellence. The ceremony held on Jan. 27, 2006, at the Pentagon recognized commands that have transformed their business processes since then.

Photograph by Leroy Council.

Additionally, the results of this program have caught the attention of other weapon system program offices.

Boston is with Air Force Research Laboratory Public Affairs.

ARMY NEWS SERVICE (FEB. 1, 2006) COMMAND GETS GOLD FOR LEADING IN LEAN SIX SIGMA

Sgt. Kenneth Hall, USA

WASHINGTON—Secretary of the Army Francis J. Harvey recognized three commands Jan. 27 for leading the way in improving business processes.

The Army Performance Excellence Award winners were:

- U.S. Army Armament Research, Development and Engineering Center, Picatinny Arsenal, N.J., Gold Award;
- Fort Stewart and Hunter Army Airfield, Ga., Silver Award;
- Minnesota National Guard, Bronze Award.

“The winners have led the way in the business transformation, improving the processes, sharing lessons learned, and provided continuous support to their customers,” Harvey said.

“For example, today’s Gold Award recipient, the U.S. Army Research, Development and Engineering Center, is one of the Army leaders in Lean Six Sigma and serves as a benchmark for other Army organizations to emulate.”

The APEA Program was established in 2004 to recognize organizational performance excellence. The ceremony Friday at the Pentagon recognized commands that have transformed their business processes since then.

Army Tempo on New Ground

“The last year has been a very challenging period for the Army and the nation, but our Army has met every challenge,” Harvey said, “from highly successful operations in Iraq and Afghanistan to disaster relief for Hurricane sKatrina and Rita, to continuing transformation of the operational and institutional parts of the Army.

“It would not be a surprise to anyone that the United States Army is very busy right now, fighting a war against those who have declared their purpose—taking from us what is most precious—our freedom,” said Lt. Gen. Jim Campbell, director, Army Staff, “and transforming this Army, doing this at the same time—it’s what I call ‘graduate-level’ work.”



Campbell stressed the transformation period as a means to improve the business processes within the Army, how organizations operate, how they measure themselves, and how they improve to ultimately better serve soldiers.

Harvey also emphasized the importance of the process improvement strategy throughout the Army and that assessing performance is essential.

“We need to effectively measure how well we are doing relative to our objectives,” Harvey said. “If we are going to make changes of such magnitude, we need to know our performance posture.

“The Army is creating a culture of continuous measurable improvement that eliminates non-value-added activity and improves quality and responsiveness for soldiers and missions of Army families in the nation,” said Harvey. “The three organizations we are recognizing here today can be extremely proud of their contributions towards business transformation.”

Harvey said the key during the transformation is continuing assessment of the processes and the execution of incremental improvements and initiatives.

“ARDEC took decisive steps in achieving business transformation and developing a culture of continuous improvement,” he said.

ARDEC Gets Gold Award

ARDEC, a subordinate organization of the Army’s Research, Development and Engineering Command, or RDECOM, reports to Army Materiel Command. With more than 2,500 employees, ARDEC was recognized for its leadership, strategic planning, customer and market focus, measurement analysis, and knowledge management accomplishments during 2004.

“Our objective is to be the best organization possible,” said Dr. Joseph A. Lannon, ARDEC director. “Through our dedication to an integrated approach to continuous improvement, we ensure that the real winners in this achievement are the warfighters whose lives depend on the best technical armament solutions and support to develop and field products in the shortest time possible.”

Fort Stewart Wins Silver

Fort Stewart and Hunter Army Airfield attribute their success in achieving APEA Silver Award status for 2004 to implementing the Army Performance Improvement Cri-

teria and using the criteria as a tool to institute performance reviews and to analyze and monitor their progress.

“Our senior executives and leaders manage strategies, systems, and methods that center on effectively designed measurable performance outcomes,” said Janet Blanks, director of plans, analysis and integration, Fort Stewart and Hunter Army Airfield. “These outcomes are the organization’s strategic objectives. Our ability to accomplish these objectives is approached through key value-creation processes and key support processes.”

Minnesota Guard Takes Bronze

The Minnesota National Guard also used APIC and feedback reports as the foundation for improving processes that enhanced their overall performance and readiness.

“Commitment to performance improvement, focusing on what is important, and soldier care are the key areas that have elevated our successes, said Col. April Corniea, chief, Organizational Development, Minnesota National Guard. “Today, the Minnesota National Guard uses the APIC in its day-to-day operations as an overarching guide for how we do business and implement change.”

“The upcoming year will continue to be a challenging period for the Army and for the nation,” said Harvey, “but thanks to the leadership and dedication of our Army soldiers and our Army civilians, I am confident that we will continue to fulfill our solemn obligation to the nation to remain both ready to meet and relative to the challenges to the dangerous and complex 21st century security environment.”

ARMY NEWS SERVICE (FEB. 1, 2006) ARMY CIVILIANS GET PRESIDENTIAL RANK AWARD

In a ceremony at the Pentagon Jan. 20, the secretary of the Army presented Presidential Rank Awards to 22 senior civilian employees, a number of whom provided key services following 9-11.

Secretary of the Army Francis J. Harvey presented the awardees pins and a framed certificate signed by President Bush.

“An important component of business transformation is establishing a performance culture in which a concise set of measurable performance objectives are established by all senior civilians who, in turn, are rewarded when their objectives are achieved,” Harvey said. “The Presi-



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dential Rank awards are an important element of that reward system.”

The award winners are chosen by the president after being nominated and evaluated for their leadership in producing results for professional, technical, or scientific achievement. It is considered the most prestigious recognition afforded to career professionals.

Five of the recipients were awarded the distinguished Presidential Rank Award:

- **Kathryn A. Condon**, assistant deputy chief of staff for operations, was personally involved in orchestrating emergency operations at the Pentagon following Sept. 11, 2001 and for security at the 2002 Winter Olympics. She also supported Army operations in Afghanistan and Iraq.
- **Terrance M. Ford**, assistant deputy chief of staff for intelligence, was cited as a visionary and forceful advocate for significant intelligence initiatives. Ford directed development of a training course on tactical questions for use by soldiers who are not involved in military intelligence.
- **Dr. James R Houston**, director, U.S. Army Engineer Research and Development Center, Vicksburg, Miss., transformed seven independent laboratories into a single award-winning center providing critical support to the global war on terrorism. Houston led the development of innovative technologies to support Army warfighters, installations, environmental quality, and water resource development.
- **Janet C. Menig**, deputy assistant chief of staff for installation management, oversees an annual operating budget of more than \$15 billion in support of all 181 Army installations worldwide. She completed 204 competitive source contract awards, and saved 656 million dollars annually. Menig also worked with conservation agencies to enhance Army operations while preserving natural habitats.
- **M. Lynn Schnurr**, technical advisor, Information Management Directorate, was cited as a driving force in identifying and solving technology issues that directly impact intelligence capabilities and support to force protection in the Central Command theater. Schnurr helped develop a strategy to field a hand-held reporting device with substantial number of embedded technologies.

Seventeen employees were awarded the Meritorious, Executive, or Senior Professional Rank Award:

- Dr. Richard W. Amos

- Dr. James C. Bradas
- Diane M. Devens
- Dr. Bhupendra P. Doctor
- Victor J. Ferlise
- Ernie H. Gurany
- Walter W. Hollis
- Vicky L. Jefferis
- Ronald G. Magee
- Daniel G. Mehney
- Dr. Herbert L. Meiselman
- Jerry V. Proctor
- Philip E. Sakowitz, Jr.
- Dr. James J. Streilein
- Kathryn T.H. Szymanski
- Edward C. Thomas
- Dr. Billy J. Walker

Only 1 percent of career employees receive the distinguished gold pin award, and only 5 percent receive the silver meritorious award. The award comes with a lump-sum payment of 35 or 20 percent of the employee's base pay, respectively.

“The challenges that they have helped the Army meet are different from those we faced before 9-11, as we moved from a time of contingency operations into a dangerous and difficult period of continuous operations” said Harvey.

A reception honoring the recipients followed the ceremony.

AIR FORCE MATERIEL COMMAND NEWS SERVICE (FEB. 2, 2006) ENGINEER HONORED FOR INNOVATIONS

Francis L. Crumb

ROME, N.Y. (AFMCNS)—The editors of *U.S. Black Engineer and Information Technology* magazine have named **Air Force 1st Lt. Robert W. Patton Jr.** of the Air Force Research Laboratory as one of their “Modern-Day Technology Leaders for 2006” for outstanding leadership in engineering, science, and technology.

A native of Richmond, Va., Patton is a program manager in the AFRL Information Directorate's Information Connectivity Branch.

The awards recognize African-Americans whose innovations impact entire industries. Recipients will be recognized at a leadership luncheon Feb. 17, during the



20th Annual Black Engineer of the Year Awards Conference in Baltimore, Md. Recipients will also be profiled in the official conference publication, *U.S. Black Engineer and Information Technology*, a leading, global source of technology news and information.

During the conference, seminars and workshops present the latest information on a variety of topics affecting black technology professionals, such as career advancement, diversity programs, and specialized industry updates.

“Lieutenant Patton’s accomplishments as a creative and aggressive researcher for improved warfighter data link and satellite communications systems will be recognized at the conference,” said Peter K. Leong, chief of the Information Connectivity Branch. “His achievements included design and implementation of new radio communications capability that allowed special operations warriors to send and receive target designations in a more timely and accurate manner.

“The lieutenant’s insight also improved ongoing commercial research for a next-generation satellite control center ground-based antenna that can provide multi-beam communications channels for telemetry, tracking and control functions of both Department of Defense and NASA satellites,” said Leong.

Patton holds a master’s in business administration from Embry-Riddle Aeronautical University; and two bachelor of science degrees, one in electrical engineering/industrial technology from the University of West Florida and a second in professional aeronautics from Embry-Riddle. He also earned an associate’s of applied science degree in avionics systems technology from the Community College of the Air Force. He enlisted in the Air Force in 1990 and was assigned to Rome in July 2003, following his commissioning.

Crumb is with Air Force Research Laboratory Public Affairs.

AIR FORCE MATERIEL COMMAND NEWS SERVICE (FEB. 3, 2006) ELECTRONIC SYSTEMS CENTER GETS “SMART”

Chuck Paone

HANSCOM AIR FORCE BASE, Mass. (AFMCNS)—In a sweeping effort to improve its processes, the Air Force recently launched “Smart Operations 21,” which combines key aspects of several in-

dustry efficiency tools. The most notable among them are Lean and Six Sigma, which have been used extensively to improve customer value while reducing waste, especially in manufacturing processes.

As Gen. Bruce Carlson, commander of the Air Force Materiel Command, noted in his Jan. 27 commander’s log, this doesn’t mean the Air Force, or AFMC, has been doing things wrong. It simply means “we cannot rest on past success,” he wrote.

AFSO 21 is a continuous process improvement initiative. That means it’s designed to help people keep finding ways to make things better, even if they’re already “good.” This requires “a passion for continuous improvement—a spirit and mindset that we can always get better,” General Carlson wrote.

Air Force leaders hope that this mindset will be contagious, that everyone will continue looking to eliminate steps that add little or no value to a process or product. They might also look at combining process steps to save time. Those sorts of critical process examinations are at the heart of Lean.

Six Sigma looks at various segments of a process to determine what a customer truly needs. That enables deliverers to determine where they should spend more time or money to achieve greater precision and perfection; conversely it allows them to determine where, from a customer’s perspective, the extra time and money aren’t warranted.

“Smart Ops 21 is all about continuous process improvement,” said Electronic Systems Center Vice Commander Maj. Gen. Arthur Rooney. “There are many weapons in the Smart Ops 21 arsenal, including brain storming, problem solving, benchmarking, Lean and Six Sigma, to name just a few. We must look for opportunities to use these weapons each and every day. In so doing, we will make sure we remain the world’s greatest Air and Space Force.”

At ESC, Lt. Gen. Chuck Johnson, the center commander, wants to begin implementing this initiative immediately. On his behalf, Rooney has already asked members of the staff to begin thinking about processes that could be streamlined with AFSO 21.

He has identified the ESC Plans and Programs Directorate as the lead organization for implementing AFSO



21 and for meshing it with ongoing Balanced Scorecard efforts.

Paone is with Electronic Systems Center Public Affairs.

AIR FORCE MATERIEL COMMAND NEWS SERVICE (FEB. 6, 2006) **DIRECTED ENERGY SCIENTIST'S CAREER HONORED**

Eva Blaylock

KIRTLAND AIR FORCE BASE, N.M. (AFMCNS)—One of the Air Force's most senior scientists, **Dr. Robert Q. Fugate**, was presented the Air Force's Outstanding Civilian Career Service Award at a ceremony here today, marking his retirement after 35 years of federal service. Fugate, the technical director at the Air Force Research Laboratory's Starfire Optical Range, received the award in recognition of his accomplishments and contributions to the Air Force for a federal civilian career that began on Dec. 1, 1970.

Fugate has served as the technical director and senior scientist at the SOR since his arrival in 1979. He transformed the SOR from a small outpost with five employees working on a single project into a division of 500 government and contractor personnel working on 30 research projects worth \$500 million. The division has major facilities at the Kirtland Air Force Base and in Maui, Hawaii.

The Ohio native spent his career conducting research on the physics of propagation of light through atmospheric turbulence and a technique called laser guidestar adaptive optics that corrects distortion caused by the atmosphere. His research has resulted in significant advances in military space surveillance and satellite diagnostic capabilities and has enabled laser propagation over long distances.

The imaging capabilities of adaptive optics have been lauded by the scientific community as igniting a revolution in ground-based optical astronomy. Nearly every major astronomical telescope in the world now has or is building an adaptive optical system based on the techniques developed at the SOR. The largest astronomical telescopes in operation today using laser guidestar adaptive optics have produced new scientific discoveries otherwise unachievable, even surpassing some of the capabilities of the Hubble Space Telescope.

Fugate's achievements are recognized internationally as the ultimate in atmospheric compensation techniques,



2005 Civilian of the Year Matthew Stacker (right), receives an award from Air Force Gen. Norton A. Schwartz, commander, U.S. Transportation Command, on Jan. 24 during a ceremony at Camp Arifjan, Kuwait. Stacker, a major in the Army Reserve, is chief of requirements for the U.S. Central Command Deployment and Distribution Operations Center at Camp Arifjan. Photograph by Sgt. Crystal Rothermel.

and his program was recognized seven times consecutively as "world class," the highest rating assigned by the Air Force Scientific Advisory Board.

Throughout his career, Fugate received numerous prestigious awards, including the first Distinguished Presidential Rank Award for Senior Professionals in 2003, presented by President George W. Bush. He was also elected to the National Academy of Engineering in 2004, a prestige achieved by very few government employees. Other awards included the Progress Medal from the Photographic Society of America in 2000, the Harold Brown Award in 1999, the DoD Distinguished Civilian Service Award in 1997, and Fellowships in the Air Force Research Laboratory in 1996 and the Optical Society of America in 1994. Dr. Fugate received his doctorate degree in physics from Iowa State University in 1970.

Blaylock is with Kirtland Air Force Base Public Affairs.