



SOLE SOURCE



Newsletter of the Garden State Chapter
of the
International Society of Logistics
District 10 Chapter 7

December 2006

Edited by Michael E. Harris, C.P.L.

Volume 30, Number 5

Heart and SOLE

By Rich O'Donnell - Chapter Chair

Last month, I extracted information from a presentation given by AMC's G-5 Deputy Chief of Staff for Strategy, Plans and Policy, Mr. Gregory L. Kee to the Munitions Executive Summit on 8 February 2006 regarding AMC's "Transformation". This month's article shall continue to discuss the role of ASC, AFSBs, LSEs, etc., as extracted from that same presentation.

This information is particularly germane to the C-E LCMC and the Logistics and Readiness Center (LRC) within the C-E LCMC, as we too shall undergo a transformation to maximize our cohesive support provided to the Warfighters.

The Army Sustainment Command (ASC) is AMC's integrator for Logistics Readiness Acquisition Technology and Distribution Management Functions. ASC interacts at the National level with AMC's Life Cycle Management Commands, the PEOs/PMs, Depots, etc. who have "cradle to grave" equipment responsibilities. The AFSBs fall under ASC. ASC's Distribution Management Center (DMC) coordinates distribution management issues for ASC, partnering with us TRANSCOM (Transportation Command). ASC links institutional army support to the expeditionary army. It provides end-to-end logistics connectivity.

The Army Field Support Brigades (AFSBs) are AMC's single face to the field. They integrate acquisition, logistics, and technology for the Army. The AFSBs also oversee the Logistical Support Elements supporting Division Corps and BLSTs that support the Brigade Combat Teams (BCTs). They are designed for optimum peacetime support to the field and for rapid transition to war.

The Logistic Support Elements (LSEs) are attached to the AFSB and support the UEX headquarters and Support Brigades. They are TACON (Tactically Controlled) to the Division Corps. The Brigade Logistics Support Teams (BLSTs), which utilize the LCMC's Logistics Assistance Representatives (LARs) heavily, provide support at the BCT/Unit of Action (UA) level.

Clearly, this AMC Transformation, the establishment of the ASC, AFSBs, etc. provides for a unity of effort among the Acquisition, Research, and Logistics communities. These new structures are more streamlined and less redundant and more capable of providing timely and effective support to a modular force.

Lately, as we enter the Holiday and New Year periods, let us not forget our Warfighters. Our concerted effort to support them as capably as humanly possible helps them bravely serve as warriors in the Global War on Terrorism.

Happy Holidays to all!

Programs

By Ron Fulton – Vice Chair Professional Development

For me, the month of December is always a reflective period balanced by the joyous feeling of the holidays and impending New Year. As I reflect on the past year and then focus on the sacrifices and great strides our U.S. armed forces and Warfighters have made in defense of our freedom and the Global War on Terror across the globe, I realize that our logistics community is a critical and integral element contributing to our nation's ongoing defense and homeland security readiness. As a SOLE chapter and community, it is incumbent upon us as a whole to support C-E LCMC and its subordinate programs by judiciously offering venues and learning materials to grow as logisticians, engineers, and leaders.

We do this by offering quality and pertinent subject matter at monthly luncheons and special events such as our yearly Symposium in May. In 2007, we are planning to offer quality speakers and leaders in their fields providing programmatic insight and expertise covering broad topics such as Total Life Cycle Systems Management (TLCSM), Integrated Logistics Support (ILS), Performance-based Logistics (PBL), Logistics Modernization Programs (LMP) as well as information pertaining to sustainment, systems engineering, supply-chain management and cutting-edge research and development efforts focused on supporting the Warfighter.

Please do not hesitate to contact me if you have ideas on specific topics, subject matter or speakers you think will resonate with our chapter and the local C4ISR community. You can contact me at ron.fulton@l-3com.com or 732-552-7092. I wish you all a happy and prosperous New Year, and look forward to meeting you all in the near future.

Education

By William Hogelin – Vice-Chair Education

We will miss the advertised January start date for the Sole sponsored course for “Developing Professional Logisticians”, but we are on track to hold the course this spring. The vendor has resubmitted a more extensive Program of Instruction for the course and has addressed some of the questions on the first submittal. Members interested in following up this class by applying as a Designated Logistician or taking the Certified Professional Logistician exam need to be reading the books recommended by SOLE. It is very helpful to apply to the courses taught here at Fort Monmouth by DAU required for Certification in the System Engineering field. Courses taught by the colleges that presented at the November luncheon would also fill the additional requirements associated with System Engineering requirements over and above what is normally associated with Logistics.

Management Committee Information

By Maureen Boyette – Vice Chair, Administration

Chapter Activity Report Submission

The Chapter's Activity Report was submitted to SOLE HQs for the period October-December 2006.

Financial Update

By Bob Featheringham – Vice Chair Finance

Monthly Summary Financial Report – December 2006

Income for the month was \$1119.00, and expenses were \$808.33. Our books in Quicken were reconciled to the bank statement. The chapter's planned reserves remain intact. A detailed report was provided to the Chair and remanded for annual audit and subsequent approval. The Management Committee approved the FY 2007 Budget.

Member Information

By Bill McLean - Vice Chair, Member Services

All members are reminded to submit their renewal membership forms, with the applicable yearly renewal fee (\$35 in almost all cases) **to me**, versus mailing it into SOLE National Headquarters. The \$95 per person subsidy is a local chapter nuance, and it only applies if you follow these guidelines. Applications and remittances sent to National Headquarters directly do not get the \$95.00 subsidy applied.

Once again, I can be reached at:

William McLean
AMSEL-LC-RE-FSSD, Bldg. 555
Ft. Monmouth, NJ 07703
Phone: (732) 532-4569
DSN: 992-4569
E-mail: william.mclean2@us.army.mil

Thank you all for steering potential applicants my way.

Notice: If you change jobs, retire, etc. and have a new email address and still want to be listed on the SOLE email distribution list, please notify Janet Steinberg at janet.steinberg@lmco.com and Maureen Boyette at Maureen.Boyette@mail1.monmouth.army.mil of your NEW email address. Thus ensuring you do not miss any upcoming SOLE Chapter notices, etc.

Members

Next, I would like to welcome the New and Renewing members of our Chapter, as indicated below.

New members

Col. Ronald Alberto – US Army
Debra Anderson – US Army
Michael J. Barthelmes – Lockheed Martin
George Brady
Lancy O. Burns – ViaTech
Ronald D. Cappellini – US Army-TYAD
Patrick Esposito – US Army-TYAD
Dr. John V. Farr – Stevens Tech
Roberto A. Flores – US Army
Charlotte E. Griffin – ViaTech
Robert Haas – US Army-TYAD
Brad Jones – US Army-TYAD
Alexander Kadolka – Karrer Systems
Robert Katulka – US Army-TYAD
Douglas R. Lape – Lockheed Martin
James Mangino – US Army-TYAD
Mary S. Palmieri
JoAnn Polzin – US Army
David Safarewitz – US Army-TYAD
Katrise N. Tobias – US Army
Frank Zardecki – US Army-TYAD

Renewing members

Brenda J. Allen, C.P.L.
Eileen A. Kremler – LRC-LEO DIR
Ronald Lauer – Galaxy Scientific
Michael E. Lynch – Engineering and
Professional Services, Inc.
Carrie A. Patches – CECOM LRC LEO
Diane Sheehan – LRC COMM DIR
Jeff Sherer – InstaKnow, Inc.
Frank P. Vellella, C.P.L. – PEO IEW&S

Thank you all for joining, or rejoining, SOLE.

Upcoming Events

By Gloria Richardson - Chair, Governmental Affairs Committee

Master's of Military Logistics (MML) Training Program

The program consists of a one-year Master's program at North Dakota State University in Fargo, ND. The program is open to all Army employees, DA civilians GS-11 through GS-13 level from all career fields. For questions and concerns, please contact Mrs. Elisa Cherry, (703) 806-8146, cherrye@hqamc.army.mil.

CES FY07 Course Schedule/Announcement

Army Management Staff College (AMSC) has finalized the course curriculum for the Civilian Education System (CES). Civilian Education System replaced the previous Civilian Leader Development legacy courses. The curriculum consists of the Foundation, Basic, Intermediate and Advance courses. Lois Montgomery administers this program.

FY2007 CPD Intake – Summer 2007 Classes (Spring/Summer Timeframe)

If you plan to apply for the CPD program--LEAF, GLLEAF, LTT, their nomination packages are due to Lois Montgomery 17 January 2007.

The International Symposium on Product Quality & Integrity

"The 53rd Annual Reliability & Maintainability Symposium (RAMS) will be held at the Rosen Shingle Creek Resort & Golf Club in Orlando, Florida USA on January 22-25, 2007. An exciting Program for the January 2007 Symposium is now finalized. For additional information, go to: www.rams.org

Your Place on the Army Team – 24 January 2007; 0800-1200

Course Description: This course introduces attendees to organizational structure, functions, and relationships of C-E LCMC, Team C4ISR, ASA (ALT)/AAE, AMC, DA, and DoD, and the Army civilian. Target Audience: New employees.

Mandatory Kick-Off Meeting for Provisioners With Regard To PBOM Re-Migration – 24 January 2007 – 0900-1130

Course Description: This meeting will focus on the PBOM Cleanup. Limited to Provisioners and their Engineers. Contact Lois Montgomery.

Decision Risk Analysis

HRDD is sponsoring the ALMC course, Risk Analysis conducted 29 January-02 February 2007 from 8:00-4:30 at Armstrong Hall, Bldg 551 to all government employees. Course Objectives: Introduction to risk management; Briefly reviews of statistics and decision theory; Introduces the qualitative and qualitative methods for conducting a risk analysis of a project or program; and Provides practical experience with risk analysis in group workshops that are based on actual cases. Gloria Klocko. 732-532-9120/DSN992-9120; Fax: 732-532-8743; Gloria.Klocko@us.army.mil

Microsoft Office 2003: Beginning PowerPoint – Tuesday, 06 February 2007; 0800-1600

Course Pre-Requisite: You must complete one(1) of the four (4) modules offered via Army e-Learning for "Microsoft Office2003: Beginning PowerPoint" prior to registering for this course. A certificate of completion is required to register for this class. <https://usarmy.skillport.com/rkusarmy/login/usarmylogin.cfm>.

Staying Productive and Motivated through Change – 06-07 February 2007; 0800-1600

Course Summary: This program will teach you how to access motivation levels, develop effective motivation skill, and create a more motivated environment through different types of change. Gloria Klocko – LEO, Directorate, LRC. 732-532-9120/DSN992-9120; Fax: 732-532-8743/DSN992-8743; Gloria.Klocko@us.army.mil.

Input of SOMARDS and Customer Funded Purchase Requisitions – Wednesday, 07 February 2007; 1300-1500

Course Description: This course is designed to provide students with the procedure for inputting SOMARDS and customer funded Purchase Requisitions (PWDs) in LMP. Only For: Item Managers, PEO/PM personnel who input PWDs.

Material Master Overview Training – Thursday, 15 February 2007; 1300-1500

Course Description: This will introduce the Material Master Team to the new Interns and identify how to interface with the team. Key interface points/events will be specified. We will focus on which fields the Material Master Team updates, and which fields the Team does not update. Only For: Item Managers

Presentation Skills – 07 March 2007; 0800-1600

Course Summary: This program will provide employees with the ability to communicate more effectively and to understand how to use visual aids more effectively. Target Audience: All employees who conduct presentations.

Foreign Disclosure Familiarization – Wednesday, 07 March 2007; 0900-1100

Only For: Government, Military, Civilian, Contractor Personnel.

Project Systems – Tuesday & Wednesday, 13-14 March 2007; 0830-1600

Course Description: This course will assist Item Managers in correctly completing and submitting a request to have an AWCf project built. Reviewing a project in LMP for items repaired and/or fabricated at Tobyhanna Army Depot as well as National Maintenance Contracts (NMC) projects. Target Audience: Item Managers (immediate supervisors may also attend) with AWCf secondary items that are required to

submit/analyze projects in support of a repair/fabrication program

Defense Standardization Program (DSP)

Annual conference will be held March 13-15, 2007 at the Westin Arlington Gateway Hotel, in Arlington, VA. The 2007 event promises to be top notch in every respect. The program will include a Standardization Executive Panel, discussion of new parts management initiatives, presentation on NATO and international interoperability, and tutorials on ITARS/ EARS, RFID, Berry Amendment, DSP automated tools, and basics of the DSP. This conference should be of interest to individuals working for DoD in engineering, standardization, acquisition or contracting; as well as for professionals from national and international Standards Developing Organizations (SDOs), trade associations, and government contracting firms. Go to the DSP home page for agenda and registration information: <http://dsp.dla.mil>.

Defense Executive Leadership Development Program (DELDP)

04 September 2007-07 June 2008. The Army has opened the window of opportunity for submission of applications for the Defense Executive Leadership Development Program (DELDP). The program is open to GS-12-14s. Erika Valerio may be contacted for additional information. See <http://cpol.army.mil/library/train/catalog/ch04deldp.html>.

Logistics Education Foundation



J. MICHAEL RYSKAMP C.P.L. – LEF Liaison

Do you want to further your logistics education to advance your career? Do you have a family

member who is interested in a logistics education? If so, contact any member of SOLE's Garden State Chapter Management Committee – <http://www.gardenstatesole.org/>.

LOGISTICS EDUCATION FOUNDATION

SOLE founded the Logistics Education Foundation (LEF) – a non-profit foundation – to collect funds for and provide financial support to the educational activities and programs of SOLE. This includes providing the funding for SOLE's annual scholarship and doctoral dissertation awards programs; grants; publication of technical/educational material (e.g., monographs); and other assistance to individuals and organizations furthering logistics education, as determined by the LEF's Board of Trustees.

Programs and initiatives undertaken by the LEF in support of SOLE's educational agenda include scholarships and doctoral dissertation grants for eligible students (members and non-members) working toward undergraduate, graduate, and post-graduate degrees in logistics and logistics-related subjects.

ANNUAL LOGISTICS SCHOLARSHIP COMPETITION

Deadline is May 15 each year for the following academic year.

Are you pursuing a bachelors or masters degree in logistics or a logistics-related major?

Are you enrolled at an accredited educational institution, carrying a full-time course load?

Then you are eligible to apply for a \$1,000 scholarship award from LEF.

Each year, the LEF awards a number of scholarships supporting logistics study at undergraduate and graduate levels. Applicants are evaluated based on their intention to pursue a career related to logistics, scholastic achievements, as well as indications of current and future contributions to the logistics profession, as evidenced by course work, special projects, research, and/or on-the-job logistics experience.

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All scholarship award winners are required to submit a student paper to SOLE's professional journal, the **Logistics Spectrum**. Scholarships apply to the next academic year.

You will need to submit a Complete Application Package:

- Completed Application Form
- Official Transcripts for all University/College coursework completed
- Two letters of recommendation from faculty or employers

Please contact Mike Ryskamp, C.P.L. at 732-427-4260 or cell 732-822-0009 j.michael.ryskamp@us.army.mil.

Download Application Form: <http://www.sole.org/downloads/lef-02.zip>.

The Editor's Corner

By Dr. Michael E. Harris, C.P.L. - Editor-in-Chief



Terrorism and the Movies

How we deal with terrorism today depends on what movies we watched in the 1960s through the 1990s. For those of us who actually read Ian Fleming's James Bond novels in the early 1960s while Fleming was still alive (he died in 1964), know how to deal with global terrorism. We remember SMERSH and SPECTRE, the wonderful Ernst Stavro Blofeld (all three who were seen on-screen), and the most recent Le Chiffre. Some of the villains were bent on global anarchy or simple greed – the dollar sums mentioned are a little more than pocket change in today's economy. The Blofeld character was so interesting that he shows up in five movies. The lunatic Le Chiffre who played banker to arms dealers and terrorists is still a terrorist. Of course, we never believed that people could be that evil, that greedy, or that real. Elliot Carver

(the media mogul) in Tomorrow Never Dies mirrors William Randolph Hearst who agitated for the Spanish-American War just to sell more newspapers. The reasons for the terrorism vary, but the techniques are similar.

Some of the common threads in the James Bond terrorists are well funded, well planned, and have psychopathic (and in some cases, psychotic) leadership. They all had grand ideas and strict discipline. Their organizational structures were better than the governments they threatened. And the villains were so polite. This last one is a difference from many of the terrorist groups today.

How did James Bond end the reign of terror for most of the villains or their organizations? He hunted down the leader and dispatched him to Hell. No yearlong trials with 150 defense lawyers at the expense of the good guys. Just death. I am not advocating killing the leaders of the terrorist groups, but if they happen to get in the way of a few hundred bullets, I will not cry out for justice – it already happened.

For my generation, the solution is clear – eliminate the leadership of the terrorist groups. Many of the groups in Europe and Asia (ones that have nothing to do with the USA) are almost personality cults – they have a charismatic leader. Eliminate the leader and the group fades into obscurity. With Al Qaeda, Osama bin Laden is not the real power behind the movement; however, capturing him will certainly hurt their activities.

Some of the terrorist groups have outstanding logistics organizations – organizations that function superbly without LMP. Funding is also a big issue; the last figures I read about Al Qaeda showed them with a \$30M annual budget and a financial committee (we call them cells) that would put most Wall Street firms to shame.

SOLE Notices

**By Janet Steinberg, Industrial
Affairs Committee Chair**

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My SOLE Notices email database list is growing every day. If you have a coworker or business associate who would like to receive emails regarding upcoming SOLE Garden State Chapter luncheons and the annual Garden State Symposium announcements, etc., they can contact me at janet.steinberg@lmco.com. I will be happy to input their email address to our database. Or just leave their business card with me at the monthly luncheons and I take care of it for them. Remember you do not have to be a chapter member to receive these email announcements.

PEOPLE, PROJECTS, & COMPANIES

By the Publications Committee

Garden State Chapter of SOLE

Annual Logistics Symposium

15 May 2007

Sheraton-Eatontown

Mark your calendars

TECHNICAL ARTICLES & OTHER ITEMS OF INTEREST

We have two articles for you this month.

The first article is from the May-June, 2006 issue of *Army Logistician*. The author is Minnie M. Everard. I found this article while I was looking for something else.

This next one will have impact regardless of when the conflict in SWA ends or which political party is in the White House or the Congress. This is from *National Defense*, NDIA'S Business and Technical Magazine from January 2007. Sandra Erwin can be reached at SErwin@ndia.org. We will have our kind of work for many years to come.

SLAMIS NONSTANDARD LINE ITEM NUMBER MODULE: SUPPORTING THE TOTAL ARMY

By Minnie M. Everard

The Standard Study Number-Line item Number Automated Management and Integrating System (SLAMIS) is a Headquarters, Department of the Army (HQDA), Web-based data mart with a proven track record of automating and integrating acquisition processes involving multiple functional organizations. SLAMIS consolidates data from authoritative sources and provides visibility of key information across the life cycle of Army materiel. SLAMIS provides "cradle to grave" visibility of equipment acquisition from approval of requirements through funding, authorizing, fielding, and sustainment to retirement.

As the Global War on Terrorism and the concurrent transformation to a modular Army continue, commanders have become increasingly dependent on commercial off-the-shelf and Government off-the-shelf equipment and non-

developmental items to fill mission requirements. Property book officers (PBOs) followed existing local procedures to account for these nonstandard items, which, Army-wide, resulted in the assignment of many different nonstandard line item numbers (NSLINs) to the same item. It was impossible to gather a consolidated Army-wide view of specific items because the Army did not have systems in place to gather data and provide NSLIN management information needed at the HQDA and Army Materiel Command (AMC) levels. Items such as add-on armor kits, Warlock force-protection systems, and John Deere M-Gators are prominent examples of items that cause frustration and confirm the need for the Army to centrally manage NSLINs and associated management control numbers (MCNs) for nonstandard items.

Visibility of Nonstandard Items

The HQDA Deputy Chief of Staff, G-4, led the initiative to develop a SLAMIS NSLIN module to build an infrastructure for nonstandard items that would provide the same level of visibility, accountability, and management support available for standard items. To do this, the G-4 had to accomplish the following:

- Create an Army NSLIN Master Catalog.
- Update NSLIN policies and procedures.
- Establish central control over the assignment of new NSLINs and MCNs.
- Develop systems interface arrangements among SLAMIS, the AMC Logistics Support Activity (LOGSA) Logistics Information Warehouse (LIW), and the Property Book Unit Supply Enhanced (PBUSE) and Defense Property Accounting System (DPAS) property reporting systems.
- Train PBOs and other key participants in central NSLIN management.
- Produce tailored management products to improve HQDA and AMC support of essential nonstandard items.

- Identify NSLIN candidates to be converted to standard items.

The decision to centralize management of NSLINS affects every organization and PBO in the Army. Even though the need for central NSLIN management is universally supported, managing its implementation in a way that minimizes disruption, particularly for deployed forces, is difficult.

The chart on page 22 illustrates the concept for Army central management of NSLINS and associated MCNs. The objective is to establish a management structure for NSLINS and MCNs that will operate as well as, and in concert with, the existing management structure for standard items. The solid lines indicate relationships that have already been implemented, and the dashed lines reflect enhancements that are being developed in 2006.

Module Implementation

The SLAMIS NSLIN module implemented on 26 July 2005 includes a baseline Army NSLIN Master Catalog and gives PBOs Web access so that they can view the NSLIN records in the Master Catalog and request new NSLINS and MCNs when Master Catalog records do not meet their needs. HQDA and program managers involved in pushing nonstandard items to the field also were given the capability to assign NSLINS to items before sending them to the field. This procedure mirrors that used for items with standard LINS and relieves the PBOs from having to obtain an NSLIN when equipment arrives.

How SLAMIS Works

The SLAMIS module assists users who are requesting NSLINS and MCNs by automatically filling in data values or by providing pick lists of valid values when possible. SLAMIS also uses electronic coordination features that automatically send requests for new NSLINS and MCNs to the appropriate "research cell." Each of the seven research cells consists of commodity or specialized organizational experts who evaluate the request, assign data values required

for each NSLIN Master Catalog record, and approve or disapprove each request. SLAMIS automatically provides email feedback to the requester and updates the NSLIN Master Catalog located in the LOGSA LIW. The PBO reporting systems are linked to the LIW NSLIN Master Catalog to enable PBOs worldwide to use the same NSLINS for like items regardless of their locations.

[ILLUSTRATION OMITTED]

On 1 October 2005, PBUSE removed the capability previously available to the PBOs to assign their own NSLINS, added a hyperlink to SLAMIS for central assignment of NSLINS, and established links with LOGSA to include the NSLIN Master Catalog in the PBUSE application at the PBO level.

A YEAR AT WAR: ONE MILLION PIECES OF DAMAGED EQUIPMENT

By Sandra I. Erwin

Repairs of worn-out and war-damaged Army equipment are certain to remain a \$13 billion to \$15 billion-a-year business – if not higher – for the foreseeable future.

In 2007 alone, the Army will repair an unprecedented one million pieces of combat hardware – including combat vehicles, aircraft, trucks, missiles, communications gear, electronics, artillery, small arms, and assorted support equipment, according to estimates provided by the Army.

Of the one million pieces of equipment, the largest share is made up of combat vehicles and vehicular components (267,000), communications and electronics equipment (360,000) and logistics support gear for ground forces (172,000).

A single combat brigade on average operates 320,000 different pieces of equipment.

Most of the repair work, or about 90 percent, is done by the Army's own maintenance units in forward-deployed installations and bases stateside. The other 10 percent is performed at Army depots and at contractors' facilities.

The amount of work is likely to continue for at least two years after Army troops withdraw from Iraq, officials said.

Managing the repair workload has proved more difficult than anyone in the Army had expected when the war began in 2003. Units rotate in and out of combat zones and leave their equipment behind, for the most part, which complicates efforts to keep track of it and to determine what needs to be fixed or replaced. Additionally, those units that return to their home bases need training equipment so they can be ready to go back to Iraq as soon as one year later. To further complicate matters, the Army has several types of units, and each has unique hardware requirements.

It all adds up to a huge coordination and management challenge, said Col. Carl J. Cartwright, deputy for field support at the Army Sustainment Command, in Rock Island, IL.

The command is responsible for the logistics support of combat units around the world. ASC has brigades stationed in Germany, Iraq, South Korea, and Qatar, and in the United States at Fort Bragg, N.C., Fort Hood, Texas, and Fort Lewis, Wash. More than 60 battalions are dispersed to various combat zones to better grasp the needs of the tactical commanders, Cartwright said in an interview.

"Our focus is combat brigades," he said. But the ASC also must support those specialized units that typically are not assigned to a brigade, such as quartermaster, medical and maintenance companies. "Our field reps visit commanders weekly."

Ensuring that every unit has the equipment it needs is a "big challenge because every unit is different," Cartwright said. "Each one has different kinds of equipment." Their schedules are diverse too. "We have to understand their

timeline. Some units are told to plan differently, not under the 180-day or 360-day model." The Army usually takes 180 days to reset an active-duty brigade, and 360 days for reserve units.

Stryker brigades, for example, operate distinct equipment. The most difficult units to equip are the so-called sustainment brigades, which provide maintenance and supplies.

The hardware that returns from combat is either sent to "field level maintenance" at Army bases or to "national level" depot maintenance.

"We try to use government facilities first ... and then we go to contractors," said Cartwright.

The ASC, however, is not responsible for the repairs of National Guard equipment. "They run their own programs for the most part," said Cartwright. "As a rule, I have a National Guard officer on our staff and they talk to the National Guard Bureau. They have their own plan for resetting their equipment."

Gregory Kee, deputy chief of staff at the Army Materiel Command, in Fort Belvoir, Va., said the process of rebuilding units has to be managed much like a construction project.

"The Army Sustainment Command [which reports to AMC] is focused on rebuilding the brigade. It's like your general contractor building a house."

Heavy armor high-tech vehicles such as the M1 Abrams tank and the Bradley armored personnel carrier are repaired by their original manufacturers, General Dynamics Land Systems and BAE Systems, respectively.

To meet the Army's tight schedules, contractors have to plan ahead, so they can order enough components and spare parts before the vehicles arrive, although that is not always possible, said Raj Rajagopal, vice president and general manager of BAE's ground systems division in York, Pa. "We want to be able to anticipate when the vehicles will arrive, the condition of the vehicles. You don't know the extent of the damage," he said. "One of the biggest hang-ups

is to translate requirements into orders for suppliers.”

R. Andrew Hove, director of Bradley combat systems at BAE, said that 10 percent of the Army’s fleet of more than 3,000 Bradleys is undergoing some form of repair or upgrade. In peacetime, the vehicle has an eight to 10-year life. In combat, that operational life is reduced to two or three years. It costs the Army \$2.5 million to upgrade a Bradley to its most advanced “digital” configuration. A basic refurbishment costs about \$1 million per vehicle.

Repairing trucks is less expensive, but the schedule is no less demanding.

Homes on average cost \$14,000 to restore to working order after they return from war. Medium and heavy trucks cost up to \$17,000 each to repair.

At Fort Bragg, N.C., Army humvees go through a NASCAR-style “pit stop” process that turns vehicles around in 45 to 90 days, depending on the extent of the damage. That turnaround is considered fast by Army standards, said André Benoit, program manager at ITT Corporation, Systems Division. The company repairs humvees and other military vehicles at Fort Bragg, under an Army contract it has had since 2001.

During the past two years, ITT has restored 4,800 vehicles, including humvees, medium and heavy trucks owned by the Army 18th Airborne Corps, National Guard and reserves, said Frederique Favreau, maintenance manager. “When the vehicle comes into the shop, it’s brought into the pit stop – at that point 85 to 90 percent of the parts have been ordered and delivered,” he said. “We are not at the mercy of the supply system to turn vehicles around.”

A humvee spends five days in the pit stop, although the entire reconstitution takes at least 45 days. After the pit stop, it goes to body repair and paint.

Before the company instituted the pit stop process, said Benoit, “we were doing 38 to 40 vehicles a month. We increased to 50 by July 2004. By November, we were up to 150 vehicles per month. At one point, we were as high as 225.”

ITT’s contract will be up for competition in 2007. If the company wins an extension, it expects its workload to grow, Favreau said. “I think we’ll get a lot of work in the near future. There are a lot of vehicles over in theater sitting right now. They’ll have to realize it’ll cost less money if they ship them back to facilities that have a reset program like ours.”

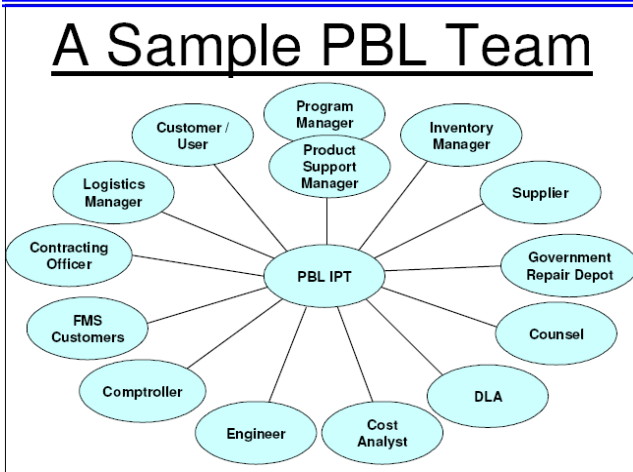


Figure 4: The PBL Team

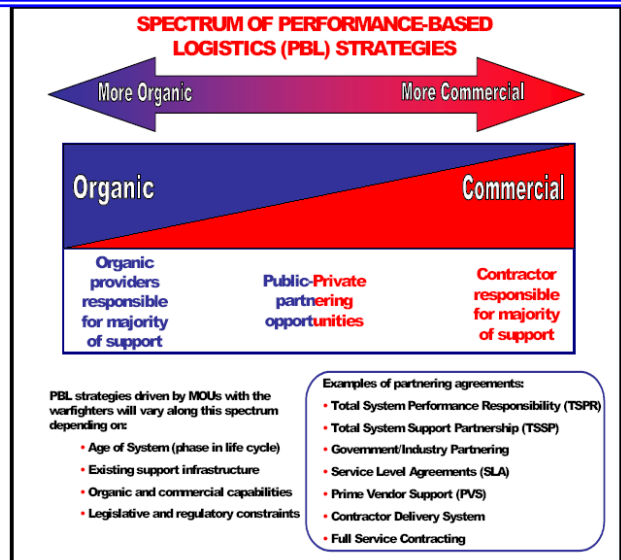


Figure 5: The PBL Spectrum

Meeting Notices

Luncheon Meetings: Third Tuesday of the month.

Date	Time	Location
19 December 2006	1130-1300	TBD
16 January 2007	1130-1300	Sheraton Eatontown
20 February 2007	1130-1300	Sheraton Eatontown
20 March 2007	1130-1300	Sheraton Eatontown
17 April 2007	1130-1300	TBD

Chapter Management Committee Meetings: Last Thursday of the month.

Date	Time	Location
28 December 2006	1130-1300	Lockheed Martin Offices – Tinton Falls
25 January 2007	1130-1300	Lockheed Martin Offices – Tinton Falls
22 February 2007	1130-1300	Lockheed Martin Offices – Tinton Falls
29 March 2007	1130-1300	TBD
26 April 2007	1130-1300	TBD
31 May 2007	1130-1300	TBD

Other Functions: Annual Chapter Symposium

Date	Time	Location
15 May 2007	All day	Sheraton Eatontown

"Knowledge is of two kinds. We know a subject ourselves, or we know where we can find information on it."

Samuel Johnson (1709-1784), quoted in Boswells' Life of Johnson

"Learning is not attained by chance; it must be sought for with ardor and attended to with diligence."

Abigail Adams (1744-1818), 1780

"Logistic considerations belong not only in the highest echelons of military planning during the process of preparation for war and for specific wartime operations, but may well become the controlling element with relation to timing and successful operation."

Vice Admiral Oscar C. Badger, USN

2006-2007

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