



SOLE SOURCE



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

January 2006

Edited by Michael E. Harris, CPL

Volume 29, Number 5

SOLEful Musings

By Chuck Hodell – Chapter Chair



With the flurry of activities that mark December, we concluded that it would be best to forego a chapter event for the month. Then, before we realized it, we were well into the New Year and were thinking February and March, what happened to January! Well, let us just say it flew by. Incidentally, I failed to mention in my last column that the Chapter had sponsored a table this year at the annual State-of-Team C4ISR Luncheon. That opportunity was open to everyone. The program was very comprehensive in that all the major activities at Fort Monmouth had a contribution to make. In short, activity leaders gave a brief summary of highlights during the past year in their respective business areas. Invariably, when you departed you knew far more about Fort Monmouth than when you arrived. It was informative, and it was obvious that major efforts had been made to make it entertaining.



Photo by Westgate: The SOLE table for Annual State of Team C4ISR Luncheon



Photo by Westgate: At the SOLE table for the C4ISR Luncheon were Doreen Macchiarella, Steve Bromka, Janet Steinberg, Chuck Hodell, and not shown here were Bill Hogelin, Maureen Boyette and Gloria Richardson

In January, we were fortunate to have a SOLE super star address the Chapter. **Martha C. Cooper**, a Visiting Professor at The Air Force Institute of Technology for the academic year 2004-2005. She is also Professor of Marketing and Logistics at the Ohio State University. She received a B.S. in Math/Computer Science and a Masters in Industrial Administration from Purdue University. Her doctorate is from Ohio State. She has been on the faculty since 1982.

Professor Cooper has made numerous presentations at the meetings of professional organizations and continuing education programs in the U.S., Canada, Eastern and Western Europe, Africa, and Asia. She has served several professional organizations in various national and local capacities: the American Marketing Association, The Council of Logistics Management, The Institute of Management Sciences (now INFORMS), SOLE - The International Society of Logistics, and the Warehouse Education and Research Council (WERC). She spoke to us on supply chain

strategies after offering her definition of the chain: "...the integration of key business processes from end user through original suppliers that provides products, services, and information that add value for customers and other stakeholders." Dr. Cooper was Visiting Professor at The Air Force Institute of Technology for the academic year 2004-2005. She is also Professor of Marketing and Logistics at the Ohio State University. She received a B.S. in Math/Computer Science and a Masters in Industrial Administration from Purdue University. Her doctorate is from Ohio State. She has been on the faculty since 1982. Her topic explored Supply Chain Postponement and Speculation Strategies: How to Choose the Right Ones! Her theme was "What Are the Generic Supply Chain Postponement/Speculation Strategies and How Can Managers Select the Appropriate Strategies?"



Photo by Westgate: Dr. Cooper chatting with Mike Ryskamp and Vince DiNicola at January's luncheon.

Programs

By William Hogelin – Vice Chair Professional Development

It is party time! Look for information soon about our Winter Gathering at the Old Orchard on Route 71. We are planning a short evening get together with munchies and beverages. The intent here is to give all of you a chance to have more than 30 minutes to meet and greet your fellow Chapter members. It appears we will be doing this during late February-March timeframe - more to follow.

SPECIAL ALERT

I just got word from Ken East that he has a date and a theme for this year's SOLE Garden State Chapter Symposium. The Symposium, a one-day affair, will be held on Wednesday, 3 May 2006 at the Eatontown Sheraton. The theme this year is *End-to-End Logistics: Strategies, Enablers, and Lessons-Learned.*

Put this on your calendars and watch this space for more information.

Next month we have planned for something a bit out of the ordinary. We will be given an industrial presentation at our luncheon that will focus on "batteries" – a long-term nemesis for the Army, a genuine logistics headache! Watch for the flyer. By the way, if any of you have thoughts about potential luncheon topics, please talk to me. My phone number and email is on the last page of this newsletter.



Photo by Westgate: Maureen Boyette, awards chair, presents chapter Certificate of Appreciation to Dr. Cooper

Management Committee Information

**By Maureen Boyette – Vice Chair,
Administration**

The Chapter Executive Committee Information is now on the Chapter website.

<http://gardenstatesole.org/>

Member Information

**By Rich O'Donnell – Vice Chair,
Membership 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:

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Ft. Monmouth, NJ 07703
Phone: (732) 532-5762
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richard.odonnell@mail1.monmouth.army.mil

Thank you all for steering potential applicants my way.

Notice: If you change jobs, retire, etc., 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.

Upcoming Events

**By Gloria Richardson – Chair,
Governmental Affairs Committee**

**52nd Annual Reliability & Maintainability
Symposium (RAMS)**

January 23-26, 2006 in Newport Beach California in 2006. Recently the discipline of Reliability and Maintainability (R&M) has changed from the traditional role of *predicting* to that of *risk management* and the R&M discipline is getting more involved with the process of verification and validation of products. This represents a continuing and expanding field of opportunity for professionals in the R&M field. The Symposium offers the opportunity to explore and learn more about this and other related R&M subjects. Current and state-of-the-art methods for achieving R&M objectives will be presented at the 2006 RAMS..."

<http://www.rams.org/>

LRC University

The LRC University has successfully completed training for the first quarter 2006. Classes were filled to capacity resulting in training for 283 students. With the continued help of our customers and subject matter experts, we can provide a quality training program to the Fort Monmouth workforce. We hope that the job of identifying course offerings will continue to be a mutual endeavor and come from all aspects of our customer field – internal and external. Courses are open to the entire Fort Monmouth workforce at no cost.

If you would like to attend any of our courses, please have your training coordinator e-mail the undersigned.

Lois A. Montgomery
Career Management Team
Logistics and Engineering Operations
Directorate (LEO)
732-532-5780, FAX 24953
lois.montgomery@us.army.mil

Technical Training Corporation

Note: These all start in February 2006; there are at least four sessions of each.

The following training will be provided by Technology Training Corporation:

- Configuration Management Seminar
- Advanced Configuration Management Seminar
- Integrated Logistics Support Seminar
- Integrated Master Plan/Integrated Master Schedule Seminar
- Quality for Program Managers Seminar

For dates, locations, and POCs go to <http://www.technologytraining.com>.

2006 U. S. Army Modification Work Order (MWO) Workshop

1-5 May 2006 in Reno, Nevada

Hosted by the US Army, Aviation & Missile Command. Welcome to the 2006 U.S. Army Modification Work Order (MWO) Workshop hosted by AMCOM. Workshop dates are 1-5 May 2006, with the 1st and the 5th designated as travel days. The workshop is scheduled to convene at the Silver Legacy Resort on 2 May 2006 at 8:30 a.m. Workshop early registration will be held from 3:00-5:30 p.m. on Monday, 1 May. Main registration begins at 7:30 a.m. on Tuesday, 2 May 2006.

The details and agenda for the workshop are still being planned. If you have a subject that you would like to see on the agenda, feel free to contact Mr. Grover Gibson, DSN 656-9058 or commercial 703-806-9058 or by email: gibsonG@hqamc.army.mil.

Logistics Education Foundation

**J. MICHAEL RYSKAMP CPL, LEF Liaison
SOLE LEF Scholarships**

The Editor is repeating this article to give you another chance to apply for a **scholarship**.

“Are you pursuing a bachelors or masters degree in logistics or a logistics-related major? Is your son or daughter?

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 from Logistics Education Foundation (LEF). Each year the LEF awards a number of scholarships supporting logistics study at the 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.

For more information on the LEF, and to download the scholarship application package, go the following website: <http://www.sole.org/lef.asp>. Be sure to contact Mike Ryskamp, Chapter LEF advisor, prior to sending the application in. You do not have to be a member of SOLE to apply.

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.”

The Editor's Corner

**By Michael E. Harris,
CPL – Editor**



If you remember some of last month's column, you will understand my frustration at our automated systems. I found out that some computer systems are not compatible with every other computer systems. One of the groups that with which I communicate frequently had a filter on their email system that assigned point values to words (I have no idea what those words were)

and when the number of points reaches a pre-set number, the email system rejects the email.

If an attached document is long enough, it will almost certainly trigger the reject. Since the documents I send use the words you see in this newsletter, I can only image that the offices I communicate with are not getting all their email messages. Is this happening to you?

I sit in an office building at Fort Monmouth that is undergoing a renovation. We had the months of concrete coring (i.e., drilling big holes) that sounded like the dentist offices of the 1960s. It really makes you want to come to work. This was for the new geothermal heating system. It is taking forever. If you can imagine the planning to get a project like that done, you can appreciate the next bit of news.

While the geothermal system is being installed, the offices are getting a makeover. New carpeting, new cubical furniture, and lots of dust, noise, and chemical fumes. The two projects are not coordinated. Some of the areas will have the new carpeting and furniture installed before the geothermal system is installed; we can expect carpeting to be torn up or damaged in the process.

Some of the staff are moving several times during all of this renovation and rehabilitation (and maybe remediation). Moving one's personal files and possessions to a different office is not the problem; it is the computers that need to be reconnected so that the servers know where everyone is. The phones are another issue altogether. The phone numbers follow the employees by several days. However, this is not as bad as it sounds; some of us were without phones for a month when we showed up.

Now, I do not want anyone to think that no planning is taking place; each project is well planned. It is just that the two project plans were never merged. The infrastructure issue is not the fault of the technical managers; it is simply a limitation of the resources available.

Some of the limitations of the phones and computers were the result of senior management

trying to deal with the BRAC. Their focus was, as it should have been, on the BRAC. Protecting a base such as Fort Monmouth from closure by people who have no clue is clearly a higher priority than new computers and phones. I think that most of the people here acknowledge that management has made the right choices in terms of their priorities.

I have made some slight changes in the format – and I am not going to tell you what they are. I suspect that no one could notice the first change, but I suspect that some of you (especially, Chuck Hodell) might pick up on the second format change. I am offering \$20.00 cash and publicity for the first person who can identify the format change. The third format change is so obvious that I will not give money for it, but I will give you some publicity.

PEOPLE, PROJECTS, & COMPANIES

This is a “slightly” modified version of the profile of Rich O'Donnell, the Chapter's Vice Chair for Membership.

Richard O'Donnell – Vice Chair, Membership Services

Mr. Richard O'Donnell graduated from Drexel University in Philadelphia as an Electrical Engineer having worked various co-op stints with the Coast Guard Electronics Center in Wildwood, NJ and then at the Naval Air Engineering Center (NAEC) in Lakehurst, NJ. Upon graduation from Drexel, He assumed various engineering roles progressing from a neophyte to a Project Engineer in the 6.2 exploratory development end of the R&D spectrum. He worked there from 1975 through 1986, upon which time he left NAEC and began working at CECOM – Fort Monmouth. Throughout the next 18 years, Rich had various Production/Sustainment Engineering roles including Project Engineer, Division Staff Engineer, Branch Chief, Division Chief, Deputy Director of the LRC's Communications Directorate, and now Director of the LRC's

Communications Directorate. Within the “COMM” Directorate, Rich and his wonderful staff sustain and otherwise logistically support systems such as SINCGARS, MSE, Strategic and Tactical Satellite Systems, Vehicular Intercom Systems, EPLRs, JTIDS, etc. They also provide logistics and sustainment support to several PMs within the PEOs for C3T, EIS, and IEW.

UxValidator™ – H-60 Stabilator System Diagnostic Tool

The C-E LCMC Airborne NAVCOMM Division has been supporting US Army aviation by looking for new and enhanced technology to support the US Army helicopter fleet and, ultimately, the individual Warfighter. Mr. Robert Mansfield, a Logistics Manager in the Airborne NAVCOMM Division is introducing a new piece of support equipment into the inventory.

The current piece of support equipment (SE) comes in two large transit cases that weigh 50 pounds each; the current SE takes three maintainers about 24 hours to fault-isolate the unit under test (UUT) and results in a No Evidence of Failure (NEOF) rate of approximately 60%. This is not good for the US Army and the target aircraft.

The replacement SE that Mr. Mansfield is introducing comes in one transit case and weighs just over 45 pounds – clearly portable by one maintainer. It takes only one maintainer to do the fault isolation of the UUT in approximately 4 hours and results in a NEOF rate of zero. The new SE costs only 40% as much as the current piece of SE. This is logistics at its best – savings in manpower, savings in logistics footprint, savings in turn-around time (TAT), increased efficiency, and significant monetary savings.

The following is taken from the manufacturer’s website and edited to fit the required format.

Ultrax Inc. (<http://www.ultraxinc.com/>) continues to offer innovative solutions for high tech military requirements by raising the bar in technological initiatives. Ultrax presents the

UxValidator™, a crucial technological advancement in aircraft and component testing that enhances military readiness. The UxValidator™ accomplishes H-60 stabilator system alignment using technology unavailable until now.

Technology: The UxValidator™ increases readiness by synthesizing Stab/SAS measurement data and reducing troubleshooting execution time.

Versatile...

- Each BrainPak™, smaller than a deck of cards, provides testing functionality for different aircraft sections.
- A graphical view of the entire stabilator system to pinpoint the slightest misalignment or potential problem.
- Real-time diagnostics accomplished through monitoring sensors, transducers, and actuators.

Compact...

- Hand-held, fully automated commercial-off-the-shelf (COTS) technology.
- Self-contained in a rugged Pelican transport case and weighing just five pounds.

Reliable...

- Automatic (built-in test) BIT.

TECHNICAL ARTICLES & OTHER ITEMS OF INTEREST

We have two items for your reading pleasure this month.

The first item is an article on RESET written by MG Lenaers and MAJ Coryell. The thrust of the article (reprinted with permission from Volume

38, Issue 1 – January-February 2006 of *Army Logistician*) is on extending the life of Army equipment.

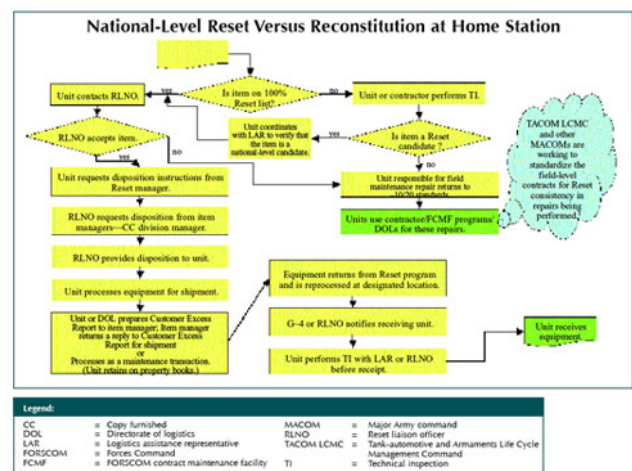
The second item is a column written by Chaplain (COL) Hugh A. MacKenzie – Garrison Staff Chaplain, Fort Monmouth. This is about anger. I think that this column can help at least a few of us.

RESET: EXTENDING THE LIFE OF ARMY EQUIPMENT

By Major General William M. Lenaers and Major Brent D. Coryell

The Reset program administered by the Army Tank-automotive and Armaments Life Cycle Management Command is designed to reverse the effects of combat stress on equipment.

Major combat and stability operations in Iraq and Afghanistan are placing tremendous demands on Army equipment. Amid the constant demands of war, the equipment is aging far more rapidly than projected. Because of the higher operating tempo, rough desert environments, and limited maintenance available in theater, operational fleets are aging 4 years for every year in theater, dramatically shortening their expected useful life. To maintain their operational effectiveness and be prepared to deploy when needed, units must ensure that their equipment is returned to optimal condition, or “reset,” after they redeploy from a combat or stability operation. The Army Tank-automotive and Armaments Life Cycle Management Command (TACOM LCMC) is responsible for overseeing the Reset process for Soldier and ground systems in its portfolio.



What is Reset?

“Reset” is a generic term that represents a series of actions taken to restore units to a desired level of combat capability commensurate with mission requirements and available resources. Reset actually encompasses one of the following as determined by a Reset assessment team in a screening process conducted in conjunction with the unit or, in the case of recapitalization, at the discretion of the program executive officer or program manager—

- Replace. Procure new equipment to replace battle losses and washouts from the repair process.
- Recapitalize. Restore equipment’s useful life (in some cases to 0 miles or 0 hours) and remove damage and stress incurred during deployment.
- Reset (national level). Work is performed to correct equipment faults

that are above the field level. It may be performed by a directorate of logistics, contractors, or the Army's industrial base.

- Reconstitution (field level). Reconstitution is work performed to correct equipment faults at the field level. It may be performed by Soldiers or augmented by contractors as required.

Who Makes Reset Happen?

Resetting units is not a one-time event. It is required for all redeploying units. Everyone in the TACOM LCMC—depots, arsenals, original equipment manufacturers, and suppliers—is fully engaged in the Army Reset effort. The Army's depot capability and efforts to partner with industry are critical to this undertaking. General Dynamics, United Defense, Oshkosh, Caterpillar, Stewart & Stevenson, and AM General all have Reset contracts in place.

The Army is attempting to fully exploit this window of opportunity presented by the requirement to Reset redeploying units. The TACOM LCMC is using the Reset requirement as an opportunity to enhance equipment configurations rather than returning them to their legacy designs. While a weapon system is undergoing Reset, the latest safety and technological enhancements are installed to improve Warfighter survivability and provide a better-performing platform than was originally deployed.

How Does Reset Work

To succeed in this difficult mission, the TACOM Integrated Logistics Support Center established the Reset and Modularity Integration Directorate to provide specific TACOM LCMC Reset and modularity program emphasis. The directorate's mission is to provide a "support level of effort to meet the Army requirement to return the force to fully ready status." It is structured to provide each redeploying Army division with a dedicated Reset manager whose mission is to facilitate the Reset of a redeployed unit's equipment within 180 days of its return to home station. The

division Reset manager is complemented by a full-time Reset liaison officer on the ground with the division who provides on-site approval and guidance for the industrial Reset of TACOM LCMC equipment. The Reset liaison officer also assists with coordinating and monitoring the Reset of that equipment within the unit's guidelines.

The TACOM LCMC Reset Program is designed to reverse the effects of combat stress on equipment. The current time standard for Active and Reserve component Reset is 6 and 12 months, respectively. Through a focused effort, Reset processes are becoming considerably more efficient in terms of both time and resources.

Reset Accomplishments

Over 8,200 TACOM LCMC-managed weapon systems and vehicles had to be Reset in 2005. As of 1 November, TACOM LCMC Reset Sustainment Base Program completions included 527 tracked vehicles, 1,547 wheeled vehicles, 476 pieces of construction materials-handling equipment, 212 Soldier support items, 91 towed howitzers, 558 pieces of chemical defense equipment, and 4,841 small arms. TACOM LCMC also has put teams forward in the unit areas to provide technical assistance in everything from inspecting small arms to repairing howitzers as part of the units' local reconstitution efforts.

Lessons Learned

The Army is implementing lessons from Operations Enduring Freedom and Iraqi Freedom and operations in the Balkans to refine and improve its Reset efforts. Here are the top five lessons learned—

- A single, well-defined reconstitution standard is needed for each type of equipment. Such standards are already in place for national-level Reset.
- Only through an appropriately funded Reset program can the Army extend the life of the operational fleet so that it is

ready to support and sustain protracted conflict.

- It is critical that units identify equipment requiring national-level Reset before they redeploy to allow for direct shipment of the Reset assets to the industrial base.
- To permit direct shipment to Reset facilities, Reset assets must have separate unit line numbers and must not have secondary loads.
- Units must rapidly account for equipment and get it introduced into the local reconstitution program to meet their training and readiness timelines.



TACOM LCMC’s logistics effort must continue to support combat operations in Southwest Asia, ensuring maximum logistics continuity in the

conduct of combat operations while continuing Reset activities to complete responsive restoration of redeploying Army forces. Resetting the force reflects how TACOM LCMC helps prepare units for upcoming training and deployments, while positioning the Army to be more responsive to emerging threats and contingencies. All of the Reset lessons will apply to the Army force-generating model that the modular force structure will require. TACOM LCMC is fully committed to staying at the forefront of this effort. For more information, contact the TACOM LCMC Reset office at reset@tacom.army.mil.

Major General William M. (Mike) Lenaers is the Commander of the Army Tank-automotive and Armaments Life Cycle Management Command (TACOM LCMC). Previously, he was the Chief of Ordnance and the Commander of the 13th Corps Support Command at Fort Hood, Texas. He has an M.S. degree in oceanography from Oregon State University.

Major Brent D. Coryell is the Aide to the Commanding General of the TACOM LCMC. He has an M.S. degree in logistics management from Florida Institute of Technology and is a graduate of the Logistics Executive Development Course.

ANGER ‘MIS’MANAGEMENT

By Chaplain (COL) Hugh A. MacKenzie – Garrison Staff Chaplain, Fort Monmouth

“Those who are hot-tempered stir up strife, but those who are slow to anger calm contention...” Proverbs 15:18

How did your holidays go? Did you get together with the family at any time? When I was a police chaplain down in Maryland, we always gritted our teeth with the coming of the holidays. That was when families got together. That was when the most dangerous situation for a policeman happened; the domestic dispute.

All those ancient grievances percolate to the surface propelled by proximity, liquor, and expectations. And when a law enforcement agent shows up, the anger becomes refocused on this “stranger” in authority. Anger must always be focused and directed at someone or something. That is the nature of the beast that stalks every human heart. I owe this thought to the “blogger” deluxe, Thomas Lifson. “Anger requires an object. There must be someone or some group at which anger is directed. By its nature, therefore, anger divides people,” Lifson wrote. We must beware and avoid any philosophy, religion, political, or social movement that is based solely on anger. Even when that anger is righteous or justified, if that is the root motive, then that inclination will divide

and destroy whatever it touches. What goes for a nation goes for any social unit, right down to the family level. So. How was your holiday? Not quite what you wanted or expected?

Did the ghosts of Christmases past come out of the dark to ruin the festivities? Then perhaps it's

time to reorder your relationships. Perhaps it's time to base them on something other than anger. A new year is a good time for a new start. It's better to be loving than right, if you know what I mean...

Come. Let us reason together.

Meeting Notices

Luncheon Meetings: Third Tuesday of the month.

Date	Time	Location
January 17, 2006 (Tuesday)	1130-1300	Gibbs Hall
February 21, 2006 (Tuesday)	1130-1300	Gibbs Hall
March 21, 2006 (Tuesday)	1130-1300	Gibbs Hall
April 13, 2006 (Thursday)	1130-1300	Gibbs Hall
June 20, 2006	1130-1300	Gibbs Hall

Executive Board Meetings: Last Thursday of the month.

Date	Time	Location
January 26, 2006	1145-1300	Lockheed-Martin, Tinton Falls
February 23, 2006	1145-1300	Lockheed-Martin, Tinton Falls
March 30, 2006	1145-1300	Lockheed-Martin, Tinton Falls
April 27, 2006	1145-1300	Lockheed-Martin, Tinton Falls
May 25, 2006	1145-1300	Lockheed-Martin, Tinton Falls
June 29, 2006	1145-1300	Lockheed-Martin, Tinton Falls

Other Functions:

Date	Time	Location
Winter Holiday Function - TBD	1700-1900	Old Orchard Country Club, Eatontown
Annual Chapter Symposium May 3, 2006	NA	Sheraton Hotel, Eatontown

2005-2006 Executive Board Members

Please contact Janet Steinberg at 732-389-0390 with any corrections.

GARDEN STATE CHAPTER SOLE - Chapter 7 District 10 2005 - 2006 CHAPTER MANAGEMENT COMMITTEE

Revision date: 12/31/05

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Industrial Affairs Cmte. Chair	Janet Steinberg	732-389-0390	janet.steinberg@lmco.com

Circumstances—what are circumstances? I *make* circumstances.

Napoleon Bonaparte

On no account brood over your wrongdoing. Rolling in the muck is not the best way of getting clean.

Aldous Huxley

God gave you a gift of 86,400 seconds today. Have you used one to say “thank you”?

William A. Ward

The bird of paradise alights only on the hand that does not grasp.

John Berry

**By amending our mistakes, we get wisdom.
By defending our faults, we betray an unsound mind.**

The Sutra of Hui Neng

