



SOLE SOURCE



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

January 2007

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

Volume 30, Number 6

Heart and SOLE

By Rich O'Donnell - Chapter Chair

Happy New Year to one and all! We, in the Garden State Chapter of SOLE look forward to actively supporting the state's logistical information needs from our home base in the Ft. Monmouth/Eatontown, NJ area. Our Chapter has ballooned up in size to more than 260 civilian, military and industry members. Our goals are to provide educational and logistically relevant information to those interested via monthly luncheon presentations, monthly newsletter articles, possible scholarship opportunities for those being educated in the logistics fields/curriculums and our yearly symposium which shall be held on May 15, 2007 at the Sheraton Hotel in Eatontown, N.J. Our aim is to satisfy the ever-growing thirst for logistical knowledge and information particularly as it applies to the military. We have held roundtable discussions on logistics educational opportunities at the Defense Acquisition University (DAU) and various other colleges and universities (conducted on Nov 14, 2006 at Ft. Monmouth's Gibbs Hall).

Some of our luncheon speakers have discussed BRAC (Base Realignment and Closure), various PM Programs, the Logistics Modernization Program, RESET, etc. We truly strive to meet the needs of our Chapter members and the local logistics community; along those lines, I would really like to hear from you, the collective "you" who reads this newsletter religiously,

occasionally or sporadically. It really doesn't matter, we, and particularly I, would love to get feedback as to how we could better serve your needs. Are their logistics topics you'd like discussed, speakers you'd like to hear, etc. If so, don't be shy, please contact me, as follows, with your thoughts.

Richard F. O'Donnell
Chapter Chair-Garden State Chapter of SOLE
richard.f.odonnell@us.army.mil
(732)532-3460

I look forward to hearing from you and exchanging thoughts and ideas with you.

Programs

By Ron Fulton - Vice Chair
Professional Development

Our first luncheon of 2007 featured Kathy Morgan, the Chief Logistician for Aerial Common Sensor (ACS) as the keynote speaker. Kathy provided veteran insight and shared real-life experiences detailing the inner workings and intricacies of Total Life Cycle Systems Management (TLCSM), program management and the "nuts and bolts" view into supporting and extending the lifecycle of an ISR platform. Ms. Morgan emphasized the need for leaders, managers, and engineers to share a common vision and the almost invaluable nature of collaboration and tools to provide seamless integration and communication between joint teams. This luncheon was extremely well attended and is a testament to Kathy's

professionalism and proficiency noted throughout the command and community. We were very privileged to have her as a speaker and hope we can have her speak again soon.

Upcoming topics for future luncheons in 2007 will continue to expand on logistics, supply-chain management (SCM) and systems support engineering themes including subject matter covering the Software Engineering Institute's (SEI) Capability Maturity Model[®] Integration (CMMI[®]) standard as it relates to logistics as well as experts covering life-cycle support and sustainment.

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@1-3com.com or 732-552-7092. I look forward to seeing you at future SOLE luncheons.

Education

By William Hogelin - Vice-Chair Education

Members interested in following up the “Developing Professional Logisticians” 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.

“If a man empties his purse into his head, no man can take it away from him. An investment in knowledge always pays the best interest.”

- Benjamin Franklin

Management Committee Information

By Maureen Boyette - Vice Chair, Administration

Chapter Activity Report Submission

The current Chapter Management Committee meeting minutes are on the Chapter website <http://www.gardenstatesole.org/>.

Financial Update

By Bob Featheringham - Vice Chair Finance

Monthly Summary Financial Report – January 2007

Income for the month was \$1,994.00, and expenses were \$2,933.00. 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.

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:

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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

Debra Anderson – US Army

Alexander Kadolka – Karrer Systems

JoAnn Polzin – US Army

Renewing members

Col. Ronald Alberto – US Army

Brenda J. Allen – C.P.L.

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

Robert Katulka – US Army-TYAD

Eileen A. Kremler – LRC-LEO DIR

Douglas R. Lape – Lockheed Martin

Ronald Lauer – Galaxy Scientific

Michael E. Lynch – Engineering and Professional Services, Inc.

James Mangino – US Army-TYAD

Mary S. Palmieri –

Carrie A. Patches – CECOM LRC LEO

David Safarewitz – US Army-TYAD

Diane Sheehan – LRC COMM DIR

Jeff Sherer – InstaKnow, Inc

Katrise N. Tobias – US Army

Frank P. Vellella, C.P.L. – PEO IEW&S

Frank Zardecki – US Army-TYAD

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.

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

System of Systems

I ran across an article written by Josh Davidson (Symbolic Systems Inc.) for the Team C4ISR Knowledge Center; the article was from 13

2007_01



March 2006. The focus of the article was the System of Systems Concept and was written around COL Harold Greene – Project Manager, Battle Command.

COL Greene indicated, “his staff at PM Battle Command ... work for two customers and with two systems. The first system was the Battle Command Sustainment Support System (BCS3) and the second system was the larger System of Systems. His two customers were the Warfighters and the taxpayers. COL Greene indicated that PEO Command, Control, and Communications Tactical (PEO C3T) established a System of Systems with FRAGO 8 in February 2006. He also indicated that this was a new concept. I think the new concept was submitting the entire suite of systems to higher command authority as a single system. For those of you familiar with the Army Battle Command System (ABCS) 6.4 will realize that ABCS is a System of Systems.

However, I found an article published in *The ITEA Journal of Test and Evaluation* (Volume 23, Number 2) of June/July 2002 by Harris, Collier, and Szewczuk called “The Challenges of Being the Last-Developed System in a System of Systems”. Clearly, someone had this concept prior to early 2006. Going back to ABCS, we see that it contains systems such as Advanced Field Artillery Tactical Data System (AFATDS), Battle Command Sustainment Support System (BCS3), All-Source Analysis System (ASAS), Integrated Meteorological and Environmental Terrain System (IMETS), Force XXI Battle Command Brigade-and-Below (FBCB2), and Maneuver Control System (MCS) – now called Tactical Battle Command (TBS). The *ITEA* article was written about MCS. This was the last system (at that time) of the ABCS suite of systems. ABCS was always to have been a System of Systems.

As an aside, I would like to quote the abstract for the Harris, et al paper.

This paper examines some of the problems encountered, and overcome, in being the last-developed system in a

system of systems from the perspective of the prime contractor for system development. This paper studies this last-developed system to see how it fits into the system of systems, as well as the challenges that the system (along with its managers, developers, integrators, and testers) faced, the development process leading up to system test and evaluation, and the program team overcame the challenges.

Is it possible that the US Army was not integrated enough in 2002 to realize that they had a System of Systems? Quite possibly. Or, it might have been expressed by PEO C3T in different terms. When the ITEA article was written in late 2001, the MCS program office knew that it was only one system in a suite of systems. The MCS product was supposed to tie all the other systems together. In this sense, the System of Systems was an afterthought. The more than a dozen systems in the ABCS 6.4 suite were not designed and developed as a System of Systems and each one had to fight for its share of the budget. So, it took the US Army at least five or six years (and probably twice as many) to realize that optimizing one of the systems had a negative impact on one or more of the other systems and the suite of systems as an (almost) integrated whole. This is called suboptimization and this is what COL Greene says the US Army has finally overcome with regard to PEO C3T products.

Looking back to the mid- and late-1970s, the US Navy had a system called the Navy Command and Control System (NCCS). This system was the US Navy system that was designed (or rather, required) to communicate with the Worldwide Military Command and Control System (WMCCS). The NCCS was a System of Systems 30 years before ABCS. The NCCS was a suite of seven systems – each in a different life-cycle phase or portion of a phase. The seven systems were developed independently and were smushed together late in the development to become an integrated suite of systems – the

System of Systems. We knew of the problems of putting systems together as a suite after they had been designed and developed as independent systems. Each system in the suite had a mission, an input, and an output. The internal processes were all radically different and the hardware and software architectures were all different. This was a disaster. To make matters worse, WMCCS would change independently of the NCCS. After an engineering change was approved, designed, developed, and ready to be deployed, the WMCCS PMO would inform the NCCS PMO of the deployment/implementation date and the details of the interface changes. The NCCS PMO would then have to suspend all current activity to devote his resources to the WMCCS/NCCS interface issues.

Because of the NCCS issues and problems, the US Navy had a Lessons-Learned document four-feet thick. The US Navy also had a large number of professionals who understood the software development environment. That was one of the reasons that the US Navy was lead service on the development of DOD-STD-2167A and DOD-STD-2168; these were weapon systems software development environment and weapon systems software quality environment. We, the US Navy, knew the problems and solved them 30 years before the US Army started work on what is now the ABCS 6.4 System of Systems.

I realize that COL Greene might have been in high school when I was part of the NCCS work. I think that the US Army has gone one small step beyond what we did in the 1970s and into the early 1980s. The US Army has the benefit of all the wonderful work that we did with the US Navy while the ABCS staff was still in diapers.

The US Army is on the right path to success and we all need to learn from what COL Greene and his staff are accomplishing.

SOLE Notices

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

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

Richard Foster, II

Richard Foster, II brings 45 years of experience to his current position. His experience is not only great in length, but in breadth. His vast experience includes working as a student, a laborer, an operating technician, a warrior, an instructor. This real-world learning experience allows him to be able to assist on numerous RESET issues in today's complex and hectic world.

Rich began his Army experience starting in 1965 and has been assigned to numerous positions both as a non-commissioned and commissioned officer. These positions were with 1st Infantry Division (RVN), 4th Infantry Division, 5th Special Forces (RVN), MACV (RVN), 6th US Army Headquarters ODCSLOG, as well as teaching assignments with Fort Sill Artillery School and the Command and General Staff College. Since 1981, Rich has been with the US Army at Fort Monmouth as a Logistics Management Specialist. He is the Depot Team Leader in the Generator Branch of the RESET Division in C-E LCMC LRC LEO and provides guidance to a team of three and to the members of the other Generator teams. During his career,

he supervised at the Section, Branch, and Division levels with more than 60 employees. He provided career advice and established career development programs for employees; developed the program of instructions and instructed logistics interns on supply management and Federal budget guidelines. He attended far too many meetings as the subject matter expert (SME) in the fields of logistics and budget management.

Rich is highly motivated and is always seeking to improve himself. He completed his Bachelor of Science degree at age 36 while on active military service and his Master's degree at age 60 while being employed full time in a job that demanded extensive travel. In spite of working full-time, going to school, and improving his mind, Rich is involved with the youth of his community; he remains active in soccer as a Referee, and a Softball as a Coach.

Garden State Chapter of SOLE

Annual Logistics Symposium

“Successful Logistics Strategies for Increasing Readiness”

15 May 2007

Sheraton-Eatontown

Mark your calendars

TECHNICAL ARTICLES & OTHER ITEMS OF INTEREST

We have two articles for you this month.

I thought that you might be tired of C-E LCMC logistics, so I found this article in the January-February 2005 issue (Volume 37 Issue 1) of *Army Logistician*. I suspect that some of you will be able to wade through the maze of acronyms without difficulty – this happens to be one of the issues COL Sparano discusses. You will see how some of the medial logistics issues are the same ones that we face for C4ISR assets. Colonel Paul R. Sparano is the Deputy Chief of Staff for Logistics of the 8th Medical Brigade (Forward) in Southwest Asia. If his issues look like the C4ISR issues all of us at Fort Monmouth experience, you are correct. Logistics is not asset specific.

The second one actually updates some information we provided earlier this Chapter year. Josh Davidson is employed by Symbolic Systems Inc., a valuable part of Team C4ISR KC. This article was published on 9 January 2007.

JOINT MEDICAL LOGISTICS IN KUWAIT

By Colonel Paul R. Sparano

JMAR, APS, JDF, and JSLIST are just a few of the considerations that concern joint MEDLOG managers in their support of PMTAFs, FSSGs, the EMFP, and ASMCs in the KTO.

If you understand what was just said, then you can start work immediately as an effective medical logistics manager in the Kuwait Theater of Operations (KTO). If you don't understand it all, that's OK, you can be trained.

What was just said – “translated” – is that the Joint Medical Asset Repository (JMAR), Army

Pre-positioned Stocks (APS), Joint Deployment Formulary (JDF) (pharmaceuticals), and Joint Service Lightweight Integrated Suit Technology (JSLIST) (“MOPP [mission-oriented protective posture] gear,” or protective suits) are just a few of the considerations that concern joint medical logistics (MEDLOG) managers in their support of the Army's area support medical companies (ASMCs), Navy's Expeditionary Medical Facility Portsmouth (EMFP), Air Force's preventive medicine teams (PMTAFs), and Marine Corps' force service support groups (FSSGs).

These acronyms demonstrate that the different armed services speak different “languages.” They also have different medical organizations and medical equipment. These differences are deliberate, as each service supports different military missions. However – and this is a crucial point – all of these different medical organizations are working well together to provide required healthcare at high standards in the KTO.

Creating Joint Force Medical Support

In the KTO and in support of Operation Iraqi Freedom (OIF) II, the 8th Medical Brigade (Forward), according to its mission statement, “provides joint command and control of all medical units to provide health service support across the full spectrum of military operations, JRMO [Joint Medical Regulating Office], [and] JRSO&I [joint reception, staging, onward movement, and integration] and to manage Class VIII [medical materiel] in the Kuwait Theater of Operations.” The 8th Medical Brigade is an Army Reserve unit headquartered in New York City.

The 8th Medical Brigade's joint medical task force organization includes Army (Active component and activated Army National Guard and Army Reserve), Navy, Air Force, and Marine Corps units. These units are diversified in their service, missions, and home stations. They provide levels I, II, and III healthcare, air ambulance, veterinary, preventive medicine, combat stress control, and medical logistics

support. [Level I care includes immediate lifesaving measures and medical evacuation to supported medical treatment elements and includes battalion aid stations. Level II care is performed at the brigade and division levels. Level III care is the first level of care with hospital facilities.]

The 8th Medical Brigade's Logistics Section, according to its mission statement, is tasked "with a sense of urgency and cost reduction, to provide comprehensive medical logistics support to 8th Medical Brigade assigned and attached units in matters of supply, maintenance, transportation, and services."

During the period January to May 2004 – the "surge" period of OIF that this article covers – over 250,000 military personnel moved into and out of the Southwest Asia theater, most through the KTO. During this period, the joint medical task force experienced some important successes. Joint medical units were integrated quickly into the task force. "Left seat-right seat rides" (redeploying units turning over responsibilities to deploying units) went well. The high quality of health service support continued unabated, regardless of whether it was provided by Army, Navy, Air Force, or Marine Corps personnel. In some areas, the quality of health service support actually increased. Service members from different units exchanged information, including recommendations for improving health service support. Some service members were able to provide additional training to other unit members, such as combat lifesaver and healthcare specialist training. Some service members with required skills were easily transferred to another service's unit to fill temporary or emerging needs.

In short, all of the medical units deployed to the KTO with a mission, all service members deployed to support that mission, and, most importantly, all the pieces came together nicely to provide quality health service support to all service members in the theater. The joint forces assigned to the 8th Medical Brigade's joint medical task force organization adapted quickly

to the Army way of doing medical logistics business, including requisitioning supplies, maintaining equipment, and maintaining health service support in the theater.

However, the 8th Medical Brigade also faced some challenging issues during this period that had to be addressed and resolved quickly. What follows is a "top 10" list of issues faced and lessons learned while the brigade implemented joint medical logistics programs in the KTO from January to May 2004, as well as recommendations for improving future joint medical logistics support.

Increasing TAMMIS Use

Medical units in the KTO did not uniformly use the Theater Army Medical Management Information System (TAMMIS) Customer Assistance Module (TCAM) to requisition medical supplies. Some units used other methods such as email and paper requisitions, which were inefficient, slowed replenishment of medical supplies, and hindered the supply system's ability to stock items based on true demand. Joint units scheduled to deploy and report to the brigade had been trained on the use of TCAM and were expecting to use it, but some of the hardware and software in the theater did not incorporate the latest TCAM configurations. Requisitions were not passed through the 8th Medical Brigade's 6th Medical Logistics Management Center (MLMC), which impeded resupply since an item is not ordered until a requisition has a valid requisition number.

Here are some recommendations for improving use of TAMMIS –

- Direct units to use TCAM.
- Use customer assistance visits (including visits by Department of the Army G-4 and G-6 and Program Executive Office for Enterprise Information Systems contractors) to each unit to examine unit hardware and software, configure them to the latest versions, and provide training as required.
- Route requisitions through the 6th MLMC.

A MEDLOG team in theater would have been very beneficial. This recommendation applies to all 10 issues.

Speeding Theater Distribution

Medical logistics theater distribution was cumbersome and slow. The process was not working as well as it should have. Supplies moved through the US Army Medical Materiel Center Europe (USAMMCE) and the US Army Medical Materiel Center Southwest Asia (USAMMC-SWA) to the aerial port of debarkation, theater distribution center, central receiving and storage point, Camp Doha, Kuwait, supply support activity (SSA), and finally to the unit. Urgently needed medical supplies arrived at their destinations late or not at all. Some supplies just sat until they were picked up.

Recommendations for fixing these problems include the following –

- USAMMC-SWA should email or call customers in advance of shipments.
- Pure pallets should be used for shipping whenever possible. [Pure pallets are loaded with materiel for only one unit.]
- The aerial port of debarkation should call customers when supplies arrive.
- Customers should pick up supplies when notified of their arrival.
- A plan should be implemented to upgrade delivery procedures for class VIII supplies to medical level I and II troop medical clinics and the level III hospital in the KTO.

Providing Class II and III Supplies

Class II (clothing and individual equipment, such as insect nets) and III (petroleum and chemical products, such as the insecticides Permethrin and Deet) support to the population at risk did not go smoothly. Some soldiers did not have what they needed. Supplies of some of these items were stocked in theater in preparation for combat operations, but there were few requests for them. Other items, such as insect nets, were in short

supply in the theater. Additional items that all deploying soldiers should have had were JSLIST (they did); 180 days' worth of prescription medicines (most did not); medical biological and chemical defense materiel (they did); and interceptor body armor (most had the outer tactical vest, but few had the small arms protective inserts).

Recommendations for improving class II and III supply include the following –

- Ensure that class II and III items are issued (or on hand) to all service members at their mobilization sites.
- Emphasize to leaders, and advertise in theater, the availability of these items and the need to use them to prevent disease and nonbattle injuries.
- Move supplies forward to deployment camps for distribution to units needing them.
- Have the theater deployment/ redeployment coordination cell (DRCC) make these items “items of interest.” [Items of interest are items that have the attention of senior leaders and therefore are managed carefully.]

Supporting Units Arriving Without Equipment

Some units arrived in theater weeks ahead of their equipment. Equipment often was not shipped from mobilization sites until units were validated to deploy. Units in the theater without their equipment were not able to perform their missions fully. They also could not complete additional, required in-theater training, such as convoy live-fire exercises.

Recommended solutions for remedying these problems include the following actions –

- Ship unit equipment from the mobilization site to the deployment site earlier in the process.
- Create a “pool” of weapons and equipment in the theater so deploying units can complete any required in-theater training.

- Use stay-behind equipment (equipment left in theater by redeploying units) to the maximum extent possible to alleviate shortages.

Improving Unit Maintenance Capabilities

Some units arriving in theater with their ground equipment did not have organizational or direct support maintenance capabilities, including the Unit Level Logistics System (ULLS)–S4 or ULLS–G (Ground). As a result, these units were not equipped in theater to maintain their ground equipment, which prevented them from fully performing their missions.

Solutions to this problem include –

- At the camp of any unit without organic maintenance capability, assign other units to provide organizational and direct support maintenance and repair parts support to that unit.
- Provide ULLS-S4 or ULLS-G to units at their camps.
- Work with units' higher headquarters to establish the maintenance capabilities they need.
- Consider expanding support to include ULLS and property book items.

Managing DODAACs

Some units deployed without Department of Defense Activity Address Codes (DODAACs), which prevented them from requisitioning supplies and equipment while in the theater. As a fix, some of these units started using the same DODAACs as the redeploying units they were replacing. However, these DODAACs were theater specific. (The redeploying units would use their peacetime unit DODAACs when they returned home.) The result was that two units would be using the same DODAAC temporarily. If no further action was taken, the DODAAC would be deleted within 60 days after the redeploying unit returned home and the deployed unit would again be without a DODAAC.

Recommendations for improving management of DODAACs include these actions –

- Each service component must ensure that its units have DODAACs before they arrive in theater.
- Units can still get DODAACs in theater by coordinating with their service component (including by email).
- The 8th Medical Brigade's headquarters also can assist in getting DODAACs, including transferring a redeploying unit's DODAAC to the brigade's theater unit identification code.
- "Generic" (not unit specific) DODAACs can be assigned to units and then remain in use in the theater when the units initially receiving those DODAACs redeploy.

Taking Advantage of Stay-Behind Equipment

Several problems affected the use of stay-behind equipment (SBE) –

- Equipment maintenance was lacking in theater because of high operating tempo and insufficient organic maintenance capabilities.
- Equipment shortages were not replenished in a timely manner.
- SBE not in use often was not stored properly in the theater.
- SBE requirements were not thoroughly scrubbed. For example, when joint inventories were conducted with losing and gaining units, some SBE was not required (such as radio sets and chemical detectors).
- Lateral transfers can be done only within the same service, which made it impossible to make such transfers between Army components and the other services.
- Some SBE designed and made for field use was used in fixed facilities.

In spite of these problems, SBE is a good thing and can save time, manpower, and money. Units deploying to the theater can fall in immediately on SBE, eliminating the need to pack, ship,

receive, assemble, and prepare for use the same equipment.

Recommended solutions for improving use of SBE include the following—

- Use the medical logistics support team (MLST) and SSA contractor support to augment any required medical equipment maintenance. [An MLST is a slice of a medical logistics battalion or company and typically has 6 to 12 soldiers.] Organizational support and direct support units can be used to augment the required maintenance of any rolling stock equipment.
- Perform a 100-percent inventory and preventive maintenance on all medical equipment sets before bringing them to the theater. Continue to perform inventories and preventive maintenance on all medical equipment in theater, and requisition to fill any shortages. Perform a 100-percent inventory of SBE between losing and gaining units. Requisition shortage list items.
- Store medical SBE not in use in more appropriate storage than military-owned, demountable containers (MILVANs), which can be very hot and humid and thus can contribute to equipment deterioration.
- Continually scrub current and future SBE requirements for additions or deletions. This process should address joint force requirements.
- Have COMPO [component] 1 (active duty), 2 (National Guard), and 3 (Reserve) property book officers manage their respective property books. A similar arrangement should be considered for joint forces SBE.
- Use SBE, including air ambulances and vehicles, as often as possible when there is a match between the mission and the equipment.
- Use SBE as often as possible to standardize medical equipment at troop medical clinics.

Handling Hazardous Materials

The turn-in of medical biological and chemical defense materiel (MBCDM) during some units' redeployment was not performed according to established procedures. These controlled substances were found at such places as washracks, dumpsters, and building garbage containers. The KTO had several designated MBCDM turn-in points, which were widely advertised. Despite these turn-in points, MBCDM was found all over the camps and posed a very serious health hazard.

Recommended solutions for better management of MBCDM include –

- Continue DRCC redeployment assistance coordination meetings to disseminate proper turn-in procedures, including who, what, where, when, and how and points of contact.
- Highlight turn-in information on the DRCC Web site.
- Include information on MBCDM in the Commander's Handbook, which is available to all redeploying unit commanders in the theater.
- Include information in redeployment packets, which instruct redeploying units on how to clear the theater.
- Advertise turn-in points and make those points convenient for turning in MBCDM.

Providing Eyeglasses

No organic optical fabrication capabilities existed in the KTO after the redeployment of the 8th Medical Brigade's Medical Logistics Battalion. This made it difficult to issue prescription eyeglasses quickly to service members. USAMMCE had to support the entire theater, supplemented by local commercial contracts – a time-consuming and expensive process.

Here are some possible solutions –

- Task the Medical Logistics Company at US Army Forces Central Command-Qatar (ARCENT-QA) to provide optical fabrication in support of the Combined Joint

Task Force (CJTF) in Afghanistan, CJTF-Horn of Africa, and ARCENT-QA.

- Task the Camp Doha troop medical clinic, augmented by optometry personnel from the Navy's Expeditionary Medical Facility Portsmouth, to provide optical fabrication to the KTO.
- Use the Theater Medical Logistics Battalion to provide optical fabrication support in Iraq. This battalion is assigned to the 2nd Medical Brigade in Iraq.
- Procure additional Opticast optical lens fabrication systems to support the KTO. This may require additional optical SBE in the US Central Command area of responsibility.
- Plan for sufficient optometrist support.

Managing Pre-positioned Stocks

Several issues affected Army Pre-positioned Stocks (APS) –

- Transfer of some APS equipment between OIF I and OIF II units was not as well coordinated as it should have been. APS were issued to hospital, company, detachment, medical logistics, and maneuver OIF I units. OIF II and subsequent operations required serviceable medical and nonmedical APS.
- APS stocks of critical items were depleted.
- Maintenance of APS equipment needed improvement.
- There were new requirements to support joint forces.
- APS equipment was not always ready. It deteriorates, becomes obsolete, and is lost.

Recommended resolutions to these problems include the following actions –

- Update APS plans and disseminate those plans to all concerned parties.
- Refit, refurbish, and augment APS stocks as required.

- Provide for the maintenance of APS equipment, including using the MLST, and assign maintenance responsibilities in each camp to the units that have organic maintenance capabilities.
- Scrub and prioritize current and future APS requirements.
- Use APS as much as possible whenever there is a match between the mission and APS equipment.

These 10 issues are as diversified as the units in this joint medical task force operating in the KTO. Some of the issues may apply to other, nonmedical units, and some are unique to medical unit logisticians. These issues affected every unit of the joint medical task force in varying degrees. Collectively, and in the spirit of joint services cooperation, these issues were and are being addressed head-on and resolved quickly. In the KTO OIF II medical community, and in the world of medical logistics specifically, joint service units are working together to solve logistics issues and provide effective healthcare support to the theater.

Product Manager Tactical Battle Command offers multiple capabilities in a System of Systems approach

By: Josh Davidson

Since its inception, the Maneuver Control System (MCS) has been identified as the provider of a single capability. The system, however, is really a core battle command system that interfaces with a number of other products and links the Warfighter to the Common Operating Picture (COP).

For clarification purposes, the name of the office to which MCS is assigned has been changed to reflect less of a single capability and more of an integrated System of Systems. So, what was once known as Product Manager (PdM) Maneuver Control System is now called PdM Tactical Battle Command (TBC).

“What we’ve done is obtain approval to rename the office to more accurately reflect what they do, which is provide the core of Tactical Battle Command,” said Col. Harold Greene, Project Manager for Battle Command (PM BC), where PdM TBC is assigned. “They provide the core server infrastructure, the publish and subscribe engine, the maneuver and control application, the Command Post of the Future (CPOF) application and the Web portal. So, that’s really the core against we add in other capabilities and that’s for the tactical realm, so hence Tactical Battle Command.”

A Commander uses MCS to track friendly forces, plan, and monitor progress on the battlefield and make decisions.

As Product Manager MCS (PdM MCS) has moved forward with performing server consolidation, adding a publish and subscribe server and bringing in the Command Post of the Future (CPOF), the aforementioned capabilities were really tactical core battle command applications, Greene said.

“We wanted to manage those as one entity, so that we could get efficiencies and so they’d stop being four or five systems and be one and be designed, developed and fielded as one,” he said.

Greene assigned that mission to Lt. Col. Kenneth Rodgers the former Product Manager (PdM) for MCS, who later became PdM for Tactical Battle Command.

CPOF is digital collaboration tool that provides Commanders with a real-time battlefield picture showing data embedded into a map. That information can be quickly moved into a three-

dimensional view or sorted and analyzed in tabs. It also allows for “white boarding” and Voice over Internet Protocol (VoIP) communications.

A challenge arose when members of the PdM MCS staff would identify themselves at meetings. The personnel were asked to speak about portions of PdM MCS other than the system itself, such as its Web portal, consolidated server stack or CPOF, Greene said.

PdM TBC continues to focus on moving the Army toward System of Systems. Two years ago, the publish and subscribe server came from Product Manager Common Software, PdM MCS produced its own application, the Web portal was from a special project office, and CPOF was assigned to the Defense Advanced Research Projects Agency (DARPA), Greene said. Exchange and security servers were purchased by each unit.

“So, if you look at what the units were doing, the capability that’s now in that one office was coming from five different places and, obviously, if you want to make it an integrated delivery of capability you would rather have one person whose working to integrate that as oppose to five different offices and you hope it all comes together in the end,” Greene said.

“So, we’ve put in place one office that provides the core infrastructure that supports the System of Systems in a tactical realm.”

PM Battle Command is assigned to the Army’s Program Executive Office for Command, Control, and Communications Tactical (PEO C3T).

Meeting Notices

Luncheon Meetings: Third Tuesday of the month.

Date	Time	Location
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
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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