



SOLE SOURCE



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



November 2005

Edited by Michael E. Harris, CPL

Volume 29, Number 3

SOLEful Musings

By **Chuck Hodell** – Chapter Chair



Since we last published, the Chapter was able to bring resources together for conduct of logistics training organized by our Vice Chair for Education, **Alex Viola**. It has been awhile since we attempted to reconstitute classes; this is what we are all about – logistics education to promote our learning and increased appreciation for that profession to which we are affiliated. Alex was assisted by **Frank Vellella** and **Vince DiNicola**. Instruction was at the Enlogex facility on Rte. 36 beginning at 5PM for two hours. If this arrangement did not work for some of you, let **Alex** know so if we find a trend hat can be fixed, so much the better for all of us. Our hats are off to those who despite the rigors of a full workday, still got themselves to classes for improving their knowledge base in Acquisition Logistics, Mathematics for Logisticians and the Core Depot Assessment Process. Thank you, **Alex**, for enabling all this.

Before I forget, enclosed in this Newsletter are those photos I referenced at my last go around but failed to include. These were pictures taken at our annual recognition dinner for Committee volunteers.

We have had super luncheon presentations this fall with **Tom Gagliano** and **Richard Glass**. Tom's comments about the BRAC were interesting and timely, to say the least. We have tried many times in the past to have a "logistics modernization"

input to our luncheon series, so it was terrific to have Richard Glass share his insights with us, albeit on short notice.



Photo by Westgate. At the November Luncheon Bill Hogelin presents a Certificate of Appreciation to Richard Glass.

Much thanks to **Bill Hogelin** and **Steve Bromka** for making these events happen.



Photo by Westgate. Tom Gagliano addresses BRAC at the October luncheon in Gibbs Hall

Now for some serious musings, what do you know about a common logistics environment? If interested, keep reading. Two years ago the Assistant Secretary of the Army (Acquisition, Logistics and Technology) directed that a Common Logistics Operating Environment (CLOE) be used to reduce the footprint of logistic assets required for deployed units, increase mission readiness and lower life cycle costs. Our DA G-4 was then assigned to lead the effort. His field operating agency, the Logistics Transformation Agency (LTA) has picked up the guidon to establish the CLOE program log environment and to implement it Army-wide. So, what will we have when it's in place? My understanding is that the CLOE is to consist of a set of technical standards, interface definitions, and information exchange protocols that implement an overarching logistics operating concept. The CLOE is documented in an operational architecture. That architecture is to include all the major nodes in the logistics system from Soldiers and platforms, to the industrial base, and will include the communications and information technology infrastructure needed to operate an integrated system across all these nodes.

The CLOE is being developed incrementally. The architecture for a Stryker Brigade

Combat Team (SBCT) is the first increment to be completed. It's important to note that CLOE-developed log architectures fold-in the integrated enterprise architectures being developed for the Global Combat Support system-Army (GCSS-A), Product Lifecycle Management Plus (PLM+) and the Logistics Modernization Program (LMP). Some of you may be thinking, "...what about SALES?" The Single Army Logistics Enterprise (SALE) is a parallel effort, managed by the Army Material Command for business architectures for all three of these systems.

CLOE will be implemented through established acquisition programs. It is to identify needs for changes in functional requirements and establishes technical standards for these programs. The program then works with combat developers (that's many of us!) to incorporate the
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requirements into the appropriate requirements documents. An incremental approach is supposed to be followed. This will permit inclusion of emerging FCS capabilities in the early increments. As each FCS spiral delivers in FY08 and beyond, CLOE capabilities should be systematically upgraded to ensure commonality across the total force. This past summer successful Proof of Enablers testing was conducted at Fort Hood. As you may realize, CASCOM has a huge role in all this activity. At this juncture, I hope you all know a bit more now about the CLOE than when you began reading at the top of the page.



Photo by Westgate. SOLE District Director Ken East CPL, at November Luncheon presents the International Society's Field Award to Roger Moore, Senior LAR with CECOM LRC.

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



Garden State Chapter 2005' Appreciation Dinner



(Photos by Westgate: Management Committee Volunteer Recognition Night At The Waterside Café, Seabright)

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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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.

Upcoming Events

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

Supply Discrepancy Reports (SDR) & Product Quality Deficiency Reports (PQDR) Course

Tuesday, 15 Nov 05, 0800 to 1000. The LRC University is sponsoring the subject two-hour course of instruction held in the Hub Conference Room in building 1202 on Derum Ave. Use the Hub Entrance. It is on the side of the building next to the parking lot. Your key card should get you in. If not, there is a phone with POCs, Pat Voorhees, x25275, or Leslie Lucy, x77248. The course is open to the Fort Monmouth workforce at no cost. DD-1556s are not required. Spaces are limited. If

you would like to attend, please have your training coordinator e-mail Lois Montgomery to reserve a space and select the date you would like to attend. You will receive a message confirming your space.

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

The objective of the course is to provide a description of the SDR (formerly ROD) and PQDR programs. The distinctive characteristics of each will be discussed. Learn the purpose of the programs, the current policies and procedures that govern the programs and the role you play. CLPs will be applied where appropriate. The instructor is Susan Ponce.

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/>

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>.

Logistics Education Foundation

J. MICHAEL RYSKAMP CPL, LEF Liaison

One of our Chapter members served on the Logistics Education Foundation's (LEF) Board of Governors (BOG) for two years in the 1980s. The first person who can identify this Chapter member gets a free subscription to the Chapter newsletter. (We are still looking for the right answer.)

The Editor's Corner

By Michael E. Harris,
CPL – Editor



Some days I can get carried away with writing. If you are easily offended, please skip the next paragraph.

When I worked in Crystal City for a major logistics consulting firm, I wrote proposals every month. I could put into words, which the intended client could understand, the concepts that drove acquisition logistics. I was accused of having diarrhea of the pen – yes, that is what you wanted to skip, but could not.

Back to something a little more serious. The leaders of this Chapter are very busy people. Sometimes work (the thing we do to pay the mortgage), travel (some employers do not care that we have personal lives), and school (yes, some of us are perpetual students) interfere with the smooth running of the Chapter and its award-winning newsletter (thank all the wonderful

contributors). We cannot always produce the newsletter on the schedule that we want. Please bear with us. We all have other obligations – the ones above and things like family and social lives (I read about the last one once).

I know that some of you/us travel too much; some of you/us work too much (only because the staff is too small), and some of you/us have real lives outside of your profession.

I am writing this because we all need some help. I need your help to make this a great newsletter. Send me your suggestions – good or bad, that is, the things that we do that are good and the things that we do that are bad. [Awkward construction!]

I had a wonderful idea (see the following column) about people, projects, and companies. I cannot get anyone to write a bio – I drafted one for a coworker, but could not get him to fill in the blanks. My employer said to prepare a slick blurb on the company, but that they refused to be the first to publish. I wrote the article on the Airborne NAVCOMM asset recovery project with the help of a handful of people and the wonderful editing of Dick Pribyl. Tony LaPlaca's office promised to send me at least one project a month, but they lost my email address – Michael.e.harris@us.army.mil. I hope Tony's office does not get made with me, but I want to tell the world about all the good that the people at Fort Monmouth are doing. I know that it is too late for the BRAC, but I never intended it for that purpose.

When I was in the Washington, DC Chapter in the early 1980s and Bob Gulbrandsen was Chapter Chair, Bob was a master at using the Chapter to help the members in their careers. Bob did things like coercing new CPLs (we had more than 100 in the Chapter) to have their certificates sent to their employers – who then had to come to a luncheon to present it to the new CPL. Everyone benefited.

Writing. I am back in school fulltime (I still work a full-time job.) The 'style' that we are required to use is pathetic. No headings, double-spaced, boring, and hard to read. I believe that anyone can communicate well even if they cannot write well (or at all). What are the secrets? I will not tell

you all of them, but I can divulge a few. I will try to find the article I use to help people communicate in writing.

Secret number 1: Outline. Yes, outline; you thought that outlining was something that your high school English teachers made you do to punish you. I outline. The image on paper is a series of headers – much like those in the newsletter.

Secret number 2: List. I love bulleted and numbered lists. I was rebuked by a professor a few weeks ago because he expected more narrative. However, I still got the A+ because the material was easy to read.

If someone will remind me, I will find the article and publish it or extract from it. But, I need someone to remind me.

TECHNICAL ARTICLES & OTHER ITEMS OF INTEREST

We have two items for your consideration this month.

The first item is from the US Army Chief of Staff's professional reading list. The CSA reading list is in four parts (I will give you one of them each month for the first four months of this Chapter year). The four parts are: Cadets, Soldiers, and Junior NCOs; Company-Grade Officers, WO1–CW3, and Company Cadre NCOs; Field-Grade Officers, CW4–CW5, and Senior NCOs; and Senior Leaders above Brigade Level. The links to <http://www.barnesandnoble.com/> are the Editor's.

The second item is the first of a multi-part discussion on Army logistics.

THE US ARMY CHIEF OF STAFF'S PROFESSIONAL READING LIST

“The Professional Reading List is a way for leaders at all levels to increase their understanding of our Army's history, the global strategic context, and the enduring lessons of war. The topics and time periods included in the books on this list are expansive and are intended to broaden each leader's knowledge and confidence. I challenge all leaders to make a focused, personal commitment to read, reflect, and learn about our profession and our world. Through the exercise of our minds, our Army will grow stronger.”

Peter J. Schoomaker, Chief of Staff, Army

Sub-list 3 – For Field-Grade Officers, CW4–CW5, and Senior NCOs

National Security Strategy of the United States of America / Available at <http://www.whitehouse.gov/nsc/nss.pdf>

National Strategy for Combating Terrorism / Available at <http://usinfo.state.gov/topical/pol/terror/strategy>

Inside al Qaeda: Global Network of Terror / Rohan Gunaratna – <http://search.barnesandnoble.com/booksearch/isbnInquiry.asp?userid=re7nNnZCUo&isbn=0425191141&itm=1>

Battle Cry of Freedom: The Civil War Era / James McPherson – <http://search.barnesandnoble.com/booksearch/isbnInquiry.asp?userid=re7nNnZCUo&isbn=019516895X&itm=1>

Supplying War: Logistics from Wallenstein to Patton / Martin Van Creveld – <http://search.barnesandnoble.com/booksearch/isbnInquiry.asp?userid=re7nNnZCUo&isbn=0521546575&itm=1>

George C. Marshall: Soldier-Statesman of the American Century / Mark A. Stoler – <http://search.barnesandnoble.com/booksearch/isbnInquiry.asp?userid=re7nNnZCUo&isbn=0805777857&itm=3>

The General's War: The Inside Story of the Conflict in the Gulf / Michael R. Gordon and Bernard E. Trainor – <http://search.barnesandnoble.com/booksearch/isbnInquiry.asp?userid=re7nNnZCUo&isbn=0316321001&itm=2>

On Becoming a Leader / Warren Bennis – <http://search.barnesandnoble.com/booksearch/isbnInquiry.asp?userid=re7nNnZCUo&isbn=0738208175&TXT=Y&itm=1>

The Art of War / Sun Tzu, Translated by Samuel Griffith – <http://search.barnesandnoble.com/booksearch/isbnInquiry.asp?userid=re7nNnZCUo&isbn=0195014766&TXT=Y&itm=1> (This book (The Art of War) is on the Editor's Top Ten list – however, this is not the Editor's favorite translation.)

On War / Carl von Clausewitz, Edited and Translated by Michael Howard and Peter Paret – <http://search.barnesandnoble.com/booksearch/isbnInquiry.asp?userid=re7nNnZCUo&isbn=0691018545&TXT=Y&itm=1>

Masters of War: Classical Strategic Thought, 3rd Edition / Michael I. Handel – <http://search.barnesandnoble.com/booksearch/isbnInquiry.asp?userid=re7nNnZCUo&isbn=0714681326&TXT=Y&itm=2>

The Soldier and the State: The Theory and Politics of Civil-Military Relations / Samuel Huntington – <http://search.barnesandnoble.com/booksearch/isbnInquiry.asp?userid=re7nNnZCUo&isbn=0674817362&TXT=Y&itm=1>

The Future of the Army Profession / Don Snider and Gayle Watkins, Project Directors – <http://search.barnesandnoble.com/booksearch/isbnInquiry.asp?userid=re7nNnZCUo&isbn=0073536091&TXT=Y&itm=2> (The Editor picked the latest edition.)

ARMY LOGISTICS: DELIVERING MATERIEL READINESS TO THE ARMY [Part I]

Sustaining a Campaign Quality Army with Joint and Expeditionary Capabilities

INTRODUCTION

The Army G-4 is fully engaged in supporting our Army at war and the ongoing comprehensive transformation of our forces. As the structure of Army forces is modified to meet the new demands of a changing battlefield, support to those forces is also being transformed.

We in the G-4 are focusing on creating a network-enhanced, distribution-based supply system capable of providing rapidly responsive and flexible support to a joint and expeditionary force. Our number one priority is making sure Soldiers get what they need to fight and win.

Dedicated to supporting the joint and expeditionary force, Army logistics is creating solutions for today's and tomorrow's warfighter. The Current Force must adapt to a changing
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enemy and fight decisively against any threat. The challenge is to enhance our current capabilities while transforming Army logistics for tomorrow. We will accomplish this vital task by focusing our efforts on clear objectives to address the logistics problems encountered during Operations Iraqi and Enduring Freedom, many of which were similar to those experienced during Operations Desert Shield and Storm. To provide optimal support for our Soldiers, Army logistics is concentrating on four focus areas: **CONNECT ARMY LOGISTICIANS**, Modernize Theater Distribution, Improve Force Reception, and Integrate the Supply Chain. These four focus areas capture the full spectrum of Army Logistics. The bottom line: finding better ways of doing business in these four areas guarantees materiel readiness for the men and women who defend our great nation.

“We are committed to the creation of a fleet of tactical vehicles that improves over its life. As reliable, capable, and safe for the Soldier who drives it near the end of the fleet's life as it was for Soldiers who drove when the fleet was new.”

LTG C. V. Christianson, Army G-4
Deputy Chief of Staff for Logistics

CONNECT ARMY LOGISTICIANS

The First 18 Months

Army Logistics is changing to support the expeditionary force operating across a non-linear, non-contiguous battlefield. The Connect the Logistician initiative is the linchpin of a distribution-based logistics system coupled with an integrated supply chain that will have the speed and precision to support the expeditionary Army. As a major part of this initiative, four units undergoing modularity and their Brigade Combat Teams are now using the new Combat Service Support Very Small Aperture Terminal (CSS VSAT) satellite communications systems. Feedback from units in Iraq and from sustainment operations at the National Training Center (NTC) provides clear testimony on the positive impacts of Connect the Logistician.

The Connect the Logisticians initiative is executing an integrated strategy centered around four high-payoff tasks designed to dramatically improve the Army's ability to:

- Calculate requirements accurately
- Tell suppliers what Soldiers want or need
- Know that suppliers received the requisitions
- See progress in the fulfillment of the requisition
- See the location of supplies in the pipeline
- Communicate with suppliers/customers to prioritize shipments or to take other actions

Task #1 - Connect Critical Logistics Nodes

The inability of our automated systems to provide accurate and actionable data creates problems in decision-making and in prioritizing work. Today, commercial satellite technology is solving this problem. There is a direct relationship between the accuracy of information and the availability of data communications.

Satellite networks provide unmatched reliability with fewer potential points of failure than terrestrial solutions. Networks empower logisticians with a native capability to support military operations anytime, anywhere in the

world. The Connect the Logistician initiative is creating solutions by connecting critical logistics nodes (tactical warehouses, ammunition supply points, hospitals, distribution hubs, forward support companies, etc.) using VSAT for long-distance communications coupled with wireless Combat Service Support Automated Information System Interface (CAISI) equipment to provide local area network connectivity. As part of the Connect the Logistician initiative, the Army is fielding approximately 900 commercial VSAT terminals and implementing relatively simple changes to doctrine and training in conjunction with the conversion to modular forces.

Task #2 - Implement Movement Tracking System (MTS) "Good Enough"

The Movement Tracking System is a mobile satellite, two-way text messaging, and position navigation system that provides in-transit visibility and communications with logistics convoys. As part of the Connect the Logistician initiative, a "Good Enough" fielding strategy has accelerated the process -- providing a minimum level of MTS across the entire Army with an acceptable level of risk while enabling a standard template for movement tracking across the Army. Over 4,500 MTS systems are in operation in Southwest Asia. Each system provides crucial visibility on materiel and distribution in theater. Simultaneously, new computers in the MTS program provide greater reliability in extreme environmental conditions. The new equipment offers Soldier-friendly interfaces and enables the collection of Radio Frequency Identification (RFID) tag data from cargo aboard MTS-equipped trucks. MTS remains a vital link in ensuring the Army consistently delivers in-transit visibility, controls logistics assets, and performs vital distribution management functions worldwide.

Task #3 - Field the Battle Command Sustainment Support System (BCS3)

The Battle Command Sustainment Support System is the Army's command and control data warehouse for logistics. BCS3 provides an automated, graphical view of the battlefield. It shows logistics positioning of supplies and tracks

convoys. BCS3 is the Army's portion of the Joint Logistics Common Operational Picture (LCOP) and provides the initial capability of Global Combat Support System (GCSS), the joint program for logistics automation and decision support. BCS3 ties together information from over 900 disparate Army logistics and in-transit visibility systems and other fragmented data sources. It is a decision support system that enables the key principles underlying distribution-based logistics: velocity over mass; centralized management with decentralized execution, multi-nodal/multi-modal execution; maximum throughput; minimum essential stockpiling; seamless two-way flow of resources; in-transit visibility of materiel; and near real-time Combat Service Support (CSS) situational understanding.

Task #4 - Upgrade the Standard Army Retail Supply System (SARSS) with Native Radio Frequency Identification (RFID) Capabilities

The SARSS family of systems is the backbone of the Army supply chain. As part of the Connect the Logistician initiative, we have designed the SARSS to read RFID tags that mark materiel in-transit. This eliminates the visibility gap between distribution and supply chain "end-points" and allows logisticians to know exactly when and where materiel arrives for issue to customers. SARSS will also write tags, providing reverse supply chain visibility, to rapidly send reparable items back to our national providers. Equipping SARSS with this capability Army-wide ensures Soldiers get what they need to succeed in missions while improving the Army's ability to make accurate decisions about the supply chain.

Summary

"It's working! The Division received VSATs, CAISI, and BCS3 computers. We have them in the field and are using them right now. We have demonstrated the capabilities of the systems to the CG and he loves it ..." MAJ(P) Todd Heussner, SPO, 4th Infantry Division

Interesting Links

DTIC (Defense Technical Information Center)

– (<http://www.dtic.mil/>)

A searchable site that includes DTIC documents relating to DoD research, development, and acquisition, STINET (Scientific and Technical Information Network), and an extensive list of Weblinks.

GPO Access (Government Printing Office) –

(<http://www.gpoaccess.gov/multidb.html>)

This GPO website has congressional documents, public laws, Supreme Court decisions, and the *Federal Register* in a searchable database.

National Technical Information Service (NTIS)

– (<http://www.ntis.gov/>)

Search or browse the NTIS catalog of publications or order government publications from more than 200 agencies.

CIA World Factbook –

(<http://www.odci.gov/cia/publications/factbook/index.html>)

This website provides guide to country profiles and information on leadership of selected foreign countries. This is the Editor's personal favorite!

Army Publications –

(<http://www.usapa.army.mil/>)

This Army link provides ARs, DA PAMs, and forms in electronic format with links to other publication information.

Meeting Notices

Luncheon Meetings: Third Tuesday of the month.

Date	Time	Location
February 21, 2006 (Tuesday)	1130-1300	Gibbs Hall
March 21, 2006 (Tuesday)	1130-1300	Gibbs Hall
April 18, 2006 (Tuesday)	1130-1300	Gibbs Hall
May 16, 2006 (Tuesday)	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	TBD
Annual Chapter Symposium May 2006	NA	Eatontown area

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

11/21/05

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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

