



SOLE SOURCE



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

October 2006

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

Volume 30, Number 3

Heart and SOLE

By Rich O'Donnell - Chapter Chair

This is my initial column written as the Chair of the Garden State Chapter of SOLE, as opposed to previous articles that were written in my former capacity as Vice Chair, Member Services. I am both proud and humbled to be elected as the Chapter Chair. Proud, in that my fellow SOLE members thought enough of me to elect me as their Chair. Humbled, as I am following in the footsteps of an outstanding Chapter Chair, Chuck Hodell, from the Lockheed Martin Corp, whose efforts, diligence and personal devotion to SOLE are beyond reproach. He has served, in my opinion, exceptionally well, tirelessly and selflessly for the last two years.

We have an excellent elected management committee again this year within the Chapter. Two new committee members were elected in the summer and now have stepped into their new positions - Bill McLean of the LRC's COMM Directorate shall be capably serving as the Vice Chair of Member Services and Ron Fulton from L3 Com Corp shall serve very proficiently as the Vice Chair of Professional Development. I eagerly look forward to serving the Fort Monmouth and SOLE community with Bill and Ron as well as the following exceptionally dedicated and returning committee members:

Bob Featheringham - Vice Chair, Finance

Maureen Boyette - Vice Chair,
Administration and Chair of the Awards
Committee

Bill Hogelin - Vice Chair, Education

Steve Bromka - Chair, Publicity Committee

Dr. Michael E. Harris, C.P.L. - Chair,
Publications Committee

Mike Ryskamp, C.P.L. - LEF Liaison

Ken East, C.P.L. - Chair, Symposium
Committee

Gloria Richardson - Chair, Government
Affairs Committee

Janet Steinberg - Chair, Industrial Affairs
Committee

Chuck Hodell - Immediate Past Chapter
Chair

In addition to these current committee members, we are blessed to have many dedicated volunteers who assist us in orchestrating SOLE activities throughout the year. Names such as Ken Brockel, Al Viola, John Westgate, Jeanne Allerton, Doreen Macchiarella, et al provided their valuable time, thoughts, and selfless service during the last year on behalf of SOLE.

I look forward to the year ahead and sincerely hope that our local Garden State Chapter continues to serve the logistical needs of our community and continues to grow in size and quality as an organization. If any of the readers of this newsletter have any constructive comments or thoughts that they would like to share with me regarding our SOLE Chapter,

please contact me directly at richard.f.odonnell@us.army.mil (732) 532-3460.

I am always receptive to receiving and/or sharing ideas with others as to how to improve our Chapter and the services we provide.

Programs

By Ron Fulton – Vice Chair Professional Development

I am excited to assume my duties as Vice Chair, Professional Development of the Garden State SOLE Chapter. We are looking forward to another year of active participation in the Fort Monmouth community offering luncheons and professional forums that will further develop and educate the local military, government civilian and contractors on logistics and systems engineering subject matter needed to support our brave Warfighters.

In this capacity, I bring a mixture of military, private, and public experience to this position and an acute understanding of what it means to be a soldier and a civilian supporting our military, homeland security, and industry partners in the defense of our country and way of life. I will strive to offer luncheon speakers and topics that not only inform but also offer thought-provoking insight into the functional expertise needed and the technical challenges we face in our community and beyond.

Please do not hesitate to contact me if you have ideas on specific topics or speakers you would like to hear addressing topics that will resonate with our chapter. You can contact me at ron.fulton@l-3com.com or 732-552-7092. I look forward to meeting you all in the near future.

Education

By William Hogelin – Vice-Chair Education

This will be the first article under my new title as Vice Chair (VC)-Education. Little will change from my basic mission of helping the GSC SOLE to be proactive and meeting the needs of the Logistician. From my two years and first assignment as Membership Chair/Newsletter Editor through my three-year tenure as VC-Professional Development, I have spent five years searching for the best speakers and the best sources of information. The last speaker provided by the Chapter for the membership continued to provide outstanding information useful for most of our programs. The Chief of Terrestrial Systems and Fielding Branch PM Win-T, Mark Weston-Dawkes provided insight into PBL Metrics from an IPT members view. Key was the hands-on experience relating data gathering of the right information with the success of a performance based sustainment program.

Continuing along the track of career development, and commencing my tenure in a new Vice Chair position, we recently published an article providing in-depth details on the new categories starting with Designated Logistician and finishing with the Certified Professional Logistician. There was also reference to a reading list recommended for the Professional Logistician. As we continue to assist in the logistics development of folks interested in attaining a higher level of competency, we will continue to be the source of information on dates of training, recommended reading material, and testing dates. As of now, we are putting together the agenda and the study guide for a “Logistician’s Course”. We will be meeting multiple times in the next month at lunchtime to gather names of folks interested in the program and providing a short orientation. Please notify Al Viola, Gloria Richardson, or me at william.hogelin@us.army.mil if you are not already on the interested party list.

We also request input on short courses we would like to hold in the evenings. Again, if you have a name or a topic you would like, please contact me and we will attempt to set it up. These

courses usually are more specific in nature and can be on almost any subject.

Management Committee Information

By Maureen Boyette - Vice Chair, Administration

5 October 2006 – Chapter Management Committee Meeting Minutes

Chapter Chair, Chuck Hodell, convened a regular meeting of the Chapter Management Committee at 11:45 a.m., on 5 October 2006, at the Lockheed Martin Office in Tinton Falls, NJ.

Attendees: Chuck Hodell, Bill Hogelin, Rich O'Donnell, Bob Featheringham, Steve Bromka, Michael Harris, Ron Fulton, Ken East, Bill McLean, Janet Steinberg, Gloria Richardson, Mike Ryskamp, Al Viola

Chapter Chair:

Chuck Hodell presented the Chapter's gavel to Rich O'Donnell, new Chair for the 2006-2007 fiscal year. Minutes of the last committee meeting were read and approved.

Reports of Officers:

Reports were presented by the Chapter Chair C. Hodell, Bob Featheringham – Treasurer, and Rich O'Donnell – Membership.

Bob Featheringham did not present a formal report but briefed on the Chapter's financial status.

Ken East, District Director, gave the annual SOLE training session required by SOLE Headquarters for the Chapter Management Committee. A question and answer session was held during and after the presentation by Ken.

Reports of Committees

Membership Committee: Rich O'Donnell reported 8 transactions (6 new members, 2 renewals) during the May – June 2006. Total Membership is 249.

Programs: Bill Hogelin reported at the 26 September luncheon, there were 15 no-shows. This is a problem that we must address. In addition, he mentioned that the Chapter website should have a category for "Articles" submitted by members. Steve Bromka (not present) should be advised of this. The next luncheon is 14 November at Gibbs Hall. Gibbs Hall will close in mid-December for three months due to renovations at the Officers Club.

Newsletter: Michael Harris reported that the chapter newsletter for September would go out as soon as possible now that Chuck Hodell has submitted his final article as Chapter Chair. He also mentioned that Gloria Richardson has been submitting "wonderful stuff" for the newsletter.

Michael is compiling information for a *Special* newsletter regarding future Chapter CPL training sessions and the CPL exam requirements, etc. He will wait for confirmation of the dates for the sessions from Bill Hogelin, Vice Chair, Education.

Adjournment:

The meeting was adjourned at 1 p.m.

The minutes of the previous meetings are on the Chapter website: <http://gardenstatesole.org/>

Financial Update

By Bob Featheringham - Vice Chair Finance

Monthly Summary Financial Report – October 2006

October is the first month of our new fiscal year. The independent auditor completed his review of the FY 2006 books and found no discrepancies.

Income for the month was \$779.00 and expenses were \$410.00. 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:

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

Thank you all for steering potential applicants my way.

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

Members

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

New members

Kelli V. Collins – CSC Corp
Lisa L. Johnson – US Army LRC
Jay Spertus – US Army LRC
Ann L. St Germaine – CSC Corp

2006_10

Renewing members

Raymond W. Chin – US Army CECOM
Alfonso Granville – US Army CECOM
John N. Jackson – Log.Sec
Paul J. Krisik – LRC-COMM DIR
Robert Liang – Log.Sec
Joy Risse – PM NA NSI
Artesa W. Slack – CECOM LOGPRO
John R. Westgate – Westgate Consulting

Thank you all for joining, or rejoining, SOLE.

Upcoming Events

By Gloria Richardson - Chair, Governmental Affairs Committee

NEW TRAINING OPPORTUNITIES AT FORT MONMOUTH

Performance Work Statements (PWS)
31 Oct to 2 Nov 06
Linda Tarnowski
Organizational Development Specialist
Human Resources Development Division,
DCSPER
CE-LCMC, Fort Monmouth, NJ 07703
(732) 532-1052/DSN 992-1052
Fax (732) 532-2780/DSN 992-2780

In addition, training officers are attempting to determine the need for an on-site Army Acquisition Basic course.

PWS (Performance Work Statement Course)

This three-day course provides an overview of the use of PWS in the contracting process, common terminology that is employed and responsibilities of the different organizations that are involved. OMB, DOD and DA guidance will be presented and discussed. The development process for creating a PWS and formatting options will be reviewed. Writing concerns and problems will be examined. Exercises and examples that illustrate key points and issues will be used.

Second Annual Secretary of Defense Performance-Based Logistics Awards

Recognize government/industry teams responsible for outstanding achievements in PBL development, implementation, and execution in three categories: System Level, Sub-system Level, and Component Level. Nominations are due September 1, 2006, per criteria and format cited at: <https://acc.dau.mil/CommunityBrowser.aspx?id=46637>.

Legal Office Courses

The following 1 to 2 hour courses will be presented in October 2006 and are being given by the C-E LCMC legal office. If you are interested in taking these courses then contact your training coordinator who will contact Walter Rapka via e-mail: walter.rapka@us.army.mil.

Ordering Officer Training

Monday, 13 November to Friday, 17 November 2006, 0800 to 1600. This course will provide Ordering Officer candidates with the knowledge required to obtain a Certificate of Appointment.

Military Sensing Symposia – National Sensor and Data Fusion Symposium, 14 Nov 2006 – 17 Nov 2006

NVESD-sponsored: Focus on technologies for association, correlation, and combination of data/information from multiple sources for achieving both refined position/identity estimates for observed entities, as well as the complete and timely assessments of situations and threats. For more information, go to https://www.sensiac.gatech.edu/external/mss/meetings/list_meetings.jsf

Defense Logistics 2006 – Ensuring Excellence in Logistics for Success in Every Mission

November 27-30, 2006. JW Marriott, Washington DC – http://www.wbresearch.com/defenselogistics_usa/index.html

America's Warfighters and first responders deserve improved support at any cost. They depend on you to forge partnerships and create innovations to increase force readiness. With maximum efficiency and effectiveness, the result is a seamless organization that provides world-class support.

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

2006_10

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

Logistics Education Foundation (LEF) Scholarships

Are you or any member of your family undertaking a degree program in Logistics? If so, you should read the following.

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 the Logistics Education Foundation.

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.

Submit a Complete Application Package:

- Completed Application Form

- (Form available on line or from Mike Ryskamp, Chapter LEF Liaison jmikemjane@aol.com or 732-427-4260)
- Official Transcripts for all University/College coursework completed
- Two letters of recommendation from faculty or employers

Incomplete application packages cannot be evaluated.

Please email Completed Application Form to:

Email: solehq@sole.org

Subject: **LEF Scholarships**

Forward Support Documentation to:

Chairman, Scholarships Committee
Logistics Education Foundation (LEF)
SOLE – The International Society of Logistics
8100 Professional Place, Suite 111
Hyattsville, Maryland 20785 USA
(301) 459-1522 (fax)
(301) 459-8446 (voice)

solehq@sole.org; www.sole.org

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**



RESET

I have moved to the RESET Division in LEO and am trying to learn new terms and concepts. I had read in a RESET briefing that RESET was “more than a wash and a phase”. As I learned more about what a RESET item was intended to be, I realized that I managed a Reset in the late 1980s. [RESET in all capitals is the project/process in the LRC’s LEO Directorate and for US Army materiel; Reset with an initial

capital is a generic “zero mile, zero time” program, project, or process.]

The US Navy had a small fleet of anti-submarine warfare (ASW) helicopters from 1960 – the SH-2F at the time in question. The SH-2F was called the Seasprite (it was small) and operated the Light, Airborne Multipurpose System (LAMPS) Mk 1. I never did find out what happened to the LAMPS Mk 2, but the LAMPS Mk 3 was an IBM/Sikorski effort. IBM was to build the LAMPS and integrate the system into the helicopter. The helicopter was the SH-60, Seahawk.

The SH-60 and the LAMPS Mk 3 were designed to replace the Seasprites with the old LAMPS Mk1 system. However, someone forgot to look at the requirements. The Seasprites operated in squadrons of eight, but often deployed in groups of one or two. The Seasprites were assigned to frigates, destroyers, cruisers, and helicopter carriers. On the smaller ships, the crew would fold the rotor blades and move the helicopter into the hangars. The Seahawks could not fit into the hangars; the Seahawks could not land on all the ships designated for the LAMPS Mk3 system. And the LAMPS Mk 3 program was behind schedule and over budget. There was no possible way to make the replacement for the aging Seasprite fleet.

The very last of the SH-2Fs were scheduled to come off the production line when someone had the idea to Reset the entire fleet of SH-2Fs. We quickly changed the contract to get SH-2Gs with all the right equipment. That part is not very interesting, but the Reset was.

First, the original H-2 was the HU-K2 (Hukie-2). In the old, pre-McNamara days, the Navy gave aircraft a logical designation. The H was for helicopter, the U was for utility, the K was for Kaman Aerospace (the manufacturer), and the 2 was a sequence number. SECDEF was unable to read the type/model/series so he had everyone change to the US Air Force system. SECDEF also mandated that all Navy aircraft have at least two engines and be able to fly to safety with only one engine. Did you guess that the original H-2

was a single-engine aircraft? Before the major mod, the single engine was mounted on the centerline of the aircraft and had a single drive shaft that went forward to the main gearbox. By putting two engines on, the engines had to be offset from the centerline. The drive shafts came facing aft, did 90% turns inboard, did 90% turns forward, and entered a combining gearbox. The combining gearbox had a single drive shaft that went into the main gearbox. A real Rube Goldberg nightmare – but it worked.

Now to the late 1980s Reset. With no procurement money, we had to scrape the bottom of the barrel for mod money, training equipment money, support equipment money, etc. We found a pot that would work and it was the biggest pot we had – NGRE. This is National Guard and Reserve money so we had to give the entire fleet of SH-2Fs to the Navy Reserve. We managed to find \$900M to Reset 100 of the existing (133) SH-2Fs to SH-2Gs. We anticipated an attrition rate of approximately 25%. This is \$9M per helicopter for a major mod – a Reset; new helicopters were at least \$15M each and we had no procurement money. Reset made a great deal of sense.

The PM had already started what he called a Service Life Extension Program (SLEP) that was not a real SLEP. Then we added what the PM called a “Tired Iron SLEP” – what we think of as a real SLEP; this included stripping the skin off the birds and replacing all the fatigued structural members. We scheduled the Reset along with the Standard Depot-Level Maintenance (SDLM) – a phased overhaul. Then we threw away the avionics, especially the LAMPS Mk1 system. We put in the core of the LAMPS Mk3 system (remember, the Seasprite is small and the Seahawk is big), put in new flight, navigation, communication avionics, put on new engines (50% greater range or time on-station), threw the combining gearbox away, modified the main gearbox, and upgraded the main rotor system to accommodate the new propulsion system.

The nice thing about the combining gearbox – or rather, its absence – was that it moved the center-

of-gravity three inches forward, which made the new SH-2Gs want to fly completely level, which was part of the mission profile. This eliminated a great deal of vibration, which resulted in a doubling of the avionics mean-time-between-failures (MTBFs). This was a winning situation from every perspective.

Remember the price tag – \$9M per helicopter. Since the work was done in Dothan, AL with non-union labor, the labor cost was minimal. The touch labor was 19,777 man-hours per helicopter. This is more than 10 man-years of labor for each helicopter. That is a great deal of effort. The nicest thing about the Seasprite Reset in comparison to an item like Firefinder is that all the assets were owned and managed by the PM. There was no coordination with two or three other commands to pull the electronics out and send them one place, the basic issue items (BII) and send them to a second place, and then send the vehicles to a third place. And then, try to put all the pieces back together to give back to Warfighters who are getting ready to deploy.

Yes, we did a Reset, but we did not have all the restrictions, roadblocks, and schedule constraints that the US Army RESET program has today. The Navy was very successful in their effort – and I suspect that the Army will be as successful in theirs.

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 will 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

Watch this Space

LOGISTICS IQ

This Logistics IQ is borrowed from *THE LOG*, The Newsletter of the Southern Maryland Chapter – SOLE. The information was prepared by their Chapter Chair, James “Jim” Griffin, james.griffin@bearingpoint.com.

I hid the answers elsewhere in the newsletter.

LOGISTICS IQ – TEST YOUR KNOWLEDGE – Jim Griffin CPL

1. A _____ epitomizes a well-developed set of operations constrained by technological sequence.
 - a. Flow system.
 - b. Job shop system.
 - c. Project system.
 - d. Network system.
2. The economic lot size model attempts to minimize total costs associated with:
 - a. Job sequencing operations.
 - b. Management of inventories.
 - c. Producing quality products.
 - d. Flow shop line balancing.
3. In the project management concept, responsiveness to project needs and customer desires is generally faster because lines of communication are established and decision points are:
 - a. Broadly distributed.
 - b. Actively sited in line management.
 - c. Centralized in one person.
 - d. Diverse and multiple.
4. The principle of insufficient reason assumes the environment is:
 - a. Hostile.
 - b. Uncontrollable.
 - c. Completely indifferent.
 - d. Controllable.

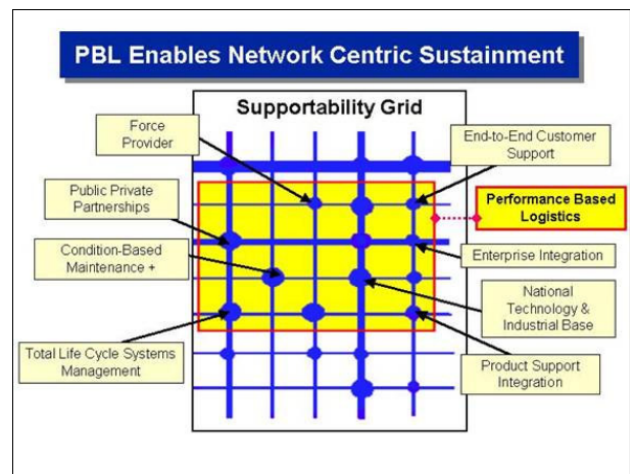


Figure 1: PBL Enables Net-Centric Logistics

This is the first figure in *Performance Based Logistics: A Program Manager's Product Support Guide*. This is a DoD document without a date; I do know that it replaced a November 2001 document.

TECHNICAL ARTICLES & OTHER ITEMS OF INTEREST

We have two articles for you this month.

The first article was found floating in the ether. I do not know the original source, but the article is intact. Gen. Dan K. McNeill assumed command of US Army Forces Command in May 2004, following

ARMY FORCE GENERATION: US ARMY FORCES COMMAND FUTURE

By Gen. Dan K. McNeill – Commanding General, US Army Forces Command

June 25, 2004 marked a watershed event at the headquarters of US Army Forces Command (FORSCOM); on that date, the secretary of Defense signed into policy his designation of the US Joint Forces Command (JFCOM) as DoD's joint force provider. As the Army service component command of JFCOM, FORSCOM's role as the Army's chief operator expanded significantly in scope. The Unified Command Plan tasked JFCOM and, by extension, FORSCOM, with "identifying and recommending sourcing solutions ... from all sources and capabilities" – in other words, from Army-wide sources as part of the global force management effort. The Army's transformation to modular force design, already under way, presented opportunities for accelerated evolution in the force generation process.

While the generation of forces to meet the nation's needs is not a novel concept, how we generate forces tomorrow to meet the validated requirements of the combatant commanders clearly will require a change of culture commensurate with the transformational efforts writ large in the Army. A process of systems encompassing manning, equipping, training and, if necessary, alerting and mobilizing modular formations, along with Army force generation in a flexible, innovative and resilient context, emerged as FORSCOM's principal, most critical

a tour of duty as its deputy commanding general and chief of staff. Before coming to US Army Forces Command, he served as the commanding general, XVIII Airborne Corps and Fort Bragg, N.C., and commanding general, Combined/Joint Task Force-180.

The second article was also found floating in the ether. I apologize that I do not have the sources for either of these. This one is an overview of the ABCS systems.

challenges. Though that task would now extend beyond the units in the continental United States to Army forces worldwide, synchronization of resources and capabilities became the focal point. Providing trained and ready forces for the regional combatant commanders is the central task.

Our mission expanded even as ongoing operations revealed the immense complexities of the strategic context in which we would perform it. The war against the terrorists clearly is a protracted fight that will require repetitive generation of forces. The planned repositioning of forward-deployed forces also made clear the expeditionary nature of the future force and brought home the scope of the additional requirements for training and deploying an Army that would, in large measure, be based in the homeland. Along with these strategic developments were many unknowns: what traditional and irregular threats posed by state and nonstate actors in US areas of interest lay over the horizon? What catastrophic and disruptive challenges might we face here at home? The emergence of those conditions and uncertainties required that we change the command's structure and refocus its energy to achieve a more relevant force generation process.

To meet the challenges of the new century, the Army had already begun to shape itself differently, to which end it had embarked upon sweeping changes – changes designed to sustain a higher level of readiness across the force,

while attaining operational depth across components. The conceptual design is that of a pyramid: at its base, a broad composite of institutional organizations and industry partners support all; active and reserve forces prepared to defend the homeland are in middle tiers, and the forces available to respond to domestic or global commitments and emergencies are at the tip. To support that vision, the Army needs a process through which its units can attain collective proficiency on a cyclic basis that is sufficient to meet both planned and unplanned requirements from combatant commanders worldwide.

Thus, in close coordination with the Executive Office of Headquarters, Department of the Army; the Department of the Army Staff; Training and Doctrine Command (TRADOC); Army Materiel Command (AMC); Chief, Army National Guard; and Chief, Army Reserve; FORSCOM set to work developing such a process, one that will establish a cyclic model to develop the capabilities necessary for the fulfillment of the National Military Strategy.

That model-dubbed the Army force generation or ARFORGEN model – is underpinned by the Army's fundamental change from a division-centric to a brigade combat team-centric system of force management. It includes both active and reserve component forces in a structured progression of increased unit readiness over time, resulting in trained, ready, and cohesive units prepared for operational deployments in support of regional combatant commanders' requirements. For active component units, the cycle is postulated over approximately three years; for Army Reserve formations, five years; and for National Guard formations, six years.

Within the ARFORGEN model, brigade combat teams (BCTs) move through a series of three force pools; they enter the model at its inception, the reset force pool, upon completion of a deployment cycle. There they reequip and reman while executing all individual predeployment training requirements, attaining readiness as quickly as possible. Reset or "R" day, recommended by FORSCOM and

approved by Headquarters, DA, will be marked by BCT changes of command, preceded or followed closely by other key leadership transitions. While in the reset pool, formations will be remarked, reaching 100 percent of mission required strength by the end of the phase, while also reorganizing and fielding new equipment, if appropriate. In addition, it is there that units will be confirmed against future missions, either as deployment expeditionary forces (DBFs-BCTs missioned for known operational requirements), ready expeditionary forces (REFs-BCTs that form the pool of available forces for short notice missions) or contingency expeditionary forces (CEFs-BCTs earmarked for contingency operations).

Based on their commanders' assessments, units move to the ready force pool, from which they can deploy should they be needed, and in which the unit training focus is at the higher collective levels. Task organization adjustments take place based on projected missions and commanders' assessments, and active component units, along with their Army Reserve partners, form expeditionary force packages; National Guard formations continue to provide capabilities as required for governors in their respective states. Units enter the available force pool when there is approximately one year left in the cycle, after validating their collective mission-essential task list proficiency (either core or theater-specific tasks) via battle staff and dirt mission rehearsal exercises. The available phase is the only phase with a specified time limit-one year. Not unlike the division-ready brigades of past decades, these formations deploy to fulfill specific requirements or stand ready to fulfill no-notice deployments within 30-days notice.

Implementation of the ARFORGEN process will require new ways of thinking by leaders across the force; yet this process's huge potential for synchronizing Army systems demands that we begin innovating now. For instance, equipping the force will change dramatically. Whereas units previously owned partial sets of equipment, or modified tables of organization

and equipment, and equipment shortages were spread across the force, under ARFORGEN, a unit's on-hand equipment will match its requirements, using baseline and training sets to attain proficiency and maximizing deployment sets, or stay-behind equipment, for operations. Manning-previously an individual-based, fire hose system that required unpopular measures such as stop loss and stop move-will now function on a unit basis to the maximum extent possible, allowing teams to remain together longer and enabling families to put down roots in communities.

Training, as well, will be geared to attaining a sequentially higher state of unit readiness, and in conjunction with the manning and equipping functions, will address the unit mission. Combat training centers (CTCs) will emphasize the contemporary operating environment and stress units according to the unit mission and the commanders' assessments, collaborating often to support holistic collective training programs, rather than by exception as was formerly the case. Rather than having each installation compete for finite power projection dollars and the status of power projection or power support platform, we will follow best business practices to focus power-generation resources and infrastructure on selected installations, the power-generation platforms and power-generation support platforms of the future.

Overall, these measures will translate into a higher state of readiness across the components and clearer, more accurate readiness reporting. Whereas we previously tiered the resources between the active and reserve components, and thereby attained different, often tiered levels of readiness, we will resource units based on the mission we expect them to accomplish, regardless of component. Previously, commanders reported readiness to perform a mission using a snapshot standard, a composite of training, equipment, and personnel ratings; the Army will now rate units based on the mission they are expected to perform given their position across the three force pools and more heavily weight the commanders' assessments.

The potential of the ARFORGEN to improve Army systems is tremendous. Keeping soldiers as its centerpiece by inducing predictability in the lives of soldiers and families, the model supports stabilization and its benefits to the Army's overall readiness and cohesion. It allows units to remain together for longer periods of time and reduces the friction caused by needless moves. Along with manning, the model synchronizes Army equipping, training, and resource allocation by setting consistent and clear priorities for these systems as BCTs flow through the force pools. Finally, the model emphasizes leadership like never before, demanding that effective leaders reach their promise and potential. Leaders throughout the process must constantly assess their capability, returning often to the question, "Ready for what?" and measuring their capability analytically and objectively against this progressive, evolving standard.

Simultaneous with the full implementation of the ARFORGEN process will be the next evolution in FORSCOM's structure and a major shift in its focus; simply put, the ARFORGEN model will define the command in the future. Major restructuring of the command to support this shift will include remissioning the continental armies. The two major missions accomplished by First and Fifth Armies are homeland defense and training and readiness oversight of the reserve components.

In the FORSCOM of the future, First Army transforms, subsuming elements of Fifth Army, to become Training Readiness Mobilization Command, responsible for training and readiness oversight and mobilizing the citizen-soldier formations and for seeing them through the ARFORGEN cycle. Fifth Army assumes the Army service component command role within Northern Command, with responsibility for ground forces employed to defend the homeland. FORSCOM will retain command of the other units of employment within the modular force, with responsibility, in cooperation with JFCOM, for validating their

capabilities as joint task force headquarters as part of the joint national training capability.

Forces Command will remain the Army's collective trainer, working with TRADOC holistically to apply the power of stateside CTCs and expanding these centers through the modular force training strategy to build an exportable collective training capability that is both agile and flexible, able to provide a CTC-like experience at power generation sites. As the modular force grows to the planned total, training support for this force will mandate a like increase in CTC capacity, to include the envisioned exportable capability, not unlike the experimental strategies employed earlier this year for the 3rd Armored Cavalry and the 1st Brigade, 82nd Airborne Division. While the modular CTC, of which the battle command training program is an integral part, is not envisioned as an additional headquarters, the increased structure will enable us to meet the expanding training requirements of the Future Force.

The principal value added by the ARFORGEN process will be the synchronization of the Army's effort to support the regional combatant commanders in a concerted effort with the Army's other major commands. TRADOC will continue to establish the doctrinal standards that operations groups apply across all training venues, AMC will continue to manage the materiel aspects of force generation, and FORSCOM will ensure these standards are met

ABCS 6.4 NETWORK BATTLEFIELD – FUNCTIONAL AREA SYSTEMS Advanced Field Artillery Tactical Data System (AFATDS)

The AFATDS provides the multi-Service (Army and US Marine Corps) automated Fire Support Command, Control, and Communications portion of the Army Battle Command System (ABCS). The AFATDS enables the maneuver commander to plan and attack using the optimal weapon-target pairing combinations. AFATDS provides integrated automated support for planning,

and this equipment is used as the Army's collective trainer. Approved by Executive Office, Headquarters, Department of the Army, in June, the ARFORGEN model is being implemented now with the concurrence of TRADOC and AMC; we are moving forward with the first synchronization conference later this year. ARFORGEN synchronization conferences will occur twice annually, their purpose will be to establish a common operating picture across the command, and indeed, across the Army, as global force management matures. Envisioned as a four-phase process, synchronization conferences will identify and validate sourcing requirements, design training support concepts to support these requirements, allocate and prioritize resources to execute the training support plan, and codify this process to ensure leaders are not only informed, but working together to achieve the collective goal.

Those goals—the implementation of the Chief of Staff's directives that we generate forces 12-18 months in advance of combatant commanders' requirements and that we focus every unit against its future mission as early as possible—are the principal aims of the ARFORGEN process. Our success in meeting these objectives will depend on many factors. However, the most crucial of those elements are leaders at all echelons accepting the concepts that underlie the model and focusing their efforts to drive the process efficiently and effectively.

~~coordinating, and controlling all fire support~~
assets (field artillery, mortars, close air support, naval gunfire, attack helicopter, and offensive electronic warfare) and for executing counterfire, interdiction, and suppression of enemy targets.

Air and Missile Defense Planning and Control System (AMDPCS)

The AMDPCS provides air defense planning, monitoring, and air battle management capabilities. It integrates air defense (AD) fire units, sensors, and C2 centers into a

coherent system capable of defeating or denying the aerial threat.

AIS/Foundation Products

The ABCS Information Server (AIS) acts as an information hub, providing critical data to the Battlefield Functional Areas (BFAs) to include alerts, messaging, communications, and address books.

All-Source Analysis System (ASAS)

The ASAS is the ABCS intelligence fusion system that provides a timely, accurate, and relevant picture of the enemy situation to Warfighters. It provides combat leaders all source intelligence to support visualization of the battlefield and so support more effective conduct of the land battle. The system capabilities allow the soldier to collaborate with other systems, process and analyze all source intelligence, support non-structured threat analysis, provide predictive analysis, produce a correlated ground picture, disseminate intelligence products, and provide target nominations. It also supports management of intelligence, surveillance, reconnaissance assets, intelligence collection, provision of Combat Intelligence/Operations Security (CI/OPSEC) mission support, provision of electronic warfare support, and force protection. The ASAS interoperates with organic Intelligence and Electronic Warfare (IEW) sensors; ABCS, Joint, Theater, and National sensors and preprocessors; as well as other Service intelligence processors. The ASAS Light (ASAS-L) will be the chief intelligence fusion platform at corps and division echelons in the ABCS-equipped units.

Battle Command Sustainment Support System (BCS3)

The BCS3 is the Army's maneuver sustainment C2 system that provides a concise picture of unit logistical requirements and support capabilities. It provides a running estimate of evolving logistics situations including assessments of current and future combat power that is essential for

Warfighters to assess their unit's capability to complete their mission. The BCS3 integrates the logistics common picture maintaining and generating CSS feeds to the running estimate requirement as well as bringing in-transit visibility to the running estimate by assessing the impact of "dues in" on the current situation, enabling the Warfighter to view material in the logistics pipeline. This is key to the accuracy of the running estimates (i.e., projecting changes in asset status in 24-, 48-, and 72-hour representations).

Digital Topographic Support System (DTSS)

The DTSS provides automated support for terrain mapping and analysis and creation of topographic products within the timeframes required by today's Army. It provides geospatial data generation, collection, and management; geospatial information processing, presentation, and analysis; and engineer survey and map reproduction needs for command and control terrain visualization.

Force XXI Battle Command Brigade-and-Below (FBCB2)

The FBCB2 supports the control and coordination of forces down to the platform level (individual vehicle or aircraft). It provides the common picture, decision aids, and overlay capabilities to support tactical commanders and staffs, and provides links from the lowest echelons into the other ABCS systems. This information is available in near-real time and provides units the capability to transmit key combat information rapidly through formatted digital messages.

Global Command and Control System – Army (GCCS-A)

The GCCS-A is the Army's strategic and theater command and control system. It provides readiness, planning, mobilization and deployment capability information for the strategic commanders. For theater

commanders, GCCS-A provides Common Operational Picture (COP) and associated friendly and enemy status information, force employment planning and execution tools (receipt of forces, staging, intra-theater planning, readiness, force tracking, onward movement, and execution status), access to GCCS applications for users with the appropriate permissions, and overall interoperability with Joint, Coalition, and other ABCS Battlefield Automated Systems (BASs).

Integrated Meteorological and Environmental Terrain System (IMETS)

The IMETS provides weather analysis to commanders at all echelons with an automated tactical weather system that receives, processes, and disseminates weather observation forecasts, battlefield visualization, and weather effects decision aids to all BASs.

Integrated System Control (ISYSCON) Version (V)4

The ISYSCON (V)4 provides communications system network management, control, and planning. The ISYSCON (V)4, also known as the Tactical Internet Management System (TIMS), provides network initialization, local area network (LAN) management services, and an automated system to support the combat net radio-based wide area network.

Maneuver Control System (MCS)

The MCS gives commanders and staffs the ability to collect, coordinate, and act on near-time battlefield information and graphically visualize the battlefield. The MCS integrates information horizontally and vertically to provide the common picture of friendly and enemy unit locations. As the primary automated tool for commanders and staffs from corps to battalion level, it is relied on to provide the Common Operational Picture, decision aids, and facilities for development and dissemination of plans and orders.

Tactical Airspace Integration System (TAIS)

The TAIS provides automated support for Army Airspace Command and Control (A2C2) and Air Traffic Services (ATS) operations. The TAIS supports A2C2/ATS operations from Echelons Above Corps (EAC) down to the division level (and below when task-organized for such roles). In the A2C2 role, TAIS provides automated and digitized A2C2 planning, coordination, and execution of the third dimension of Army battlespace. In the ATS role, it will support the Theater, Corps, Divisions, and Task Forces (as necessary). It provides theater and intra- and inter-Corps/Division ATS support in war, and provides a versatile airspace management system for military operations other than war (MOOTW). The TAIS interfaces with joint, combined, civil, and military airspace control agencies and their airspace management systems.

Meeting Notices

Luncheon Meetings: Third Tuesday of the month.

Date	Time	Location
17 October 2006	1130-1300	Gibbs Hall, Fort Monmouth
14 November 2005	1130-1300	Gibbs Hall, Fort Monmouth
19 December 2006	1130-1300	TBD
16 January 2007	1130-1300	Sheraton Eatontown
20 February 2007	1130-1300	Sheraton Eatontown
20 March 2007	1130-1300	Sheraton Eatontown
17 April 2007	1130-1300	TBD

Chapter Management Committee Meetings: Last Thursday of the month.

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

Other Functions: Annual Chapter Symposium

Date	Time	Location
15 May 2007	All day	Sheraton Eatontown

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

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

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

Abigail Adams (1744-1818), 1780

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

Vice Admiral Oscar C. Badger, USN

1. = a	2. = b
3. = c	4. = c

2006-2007

Chapter Management Committee Members

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

Chapter Chair

Rich O'Donnell

732-532-3460

richard.f.odonnell@us.army.mil

Vice Chair, Finance

Bob Featheringham

732-818-0441

two_feathers@comcast.net

Vice Chair, Administration

Maureen Boyette

732-758-0180

mboyette@multimax.com

Vice Chair, Prof. Development

Ron Fulton

732-552-7092

ron.fulton@L-3com.com

Awards Cmte. Chair

Maureen Boyette

732-758-0180

mboyette@multimax.com

Publicity Cmte. Chair

Steve Bromka

732-532-7984

steven.bromka@us.army.mil

Government Affairs Cmte. Chair

Gloria Richardson

732-532-6752

Gloria.richardson1@us.army.mil

Vice Chair, Member Services

Bill McLean

732-532-4569

william.mclean2@us.army.mil

Vice Chair, Education

William Hogelin

732-427-6321

william.hogelin@us.army.mil

LEF Liaison

Mike Ryskamp, C.P.L.

732-427-4260

j.michael.ryskamp@us.army.mil

Publications Cmte. Chair

Dr. Michael Harris, C.P.L.

732-532-9133

harrisM100@comcast.net

Symposium Cmte. Chair

Ken East, C.P.L.

732-460-1370

keast@logsec.com

Industrial Affairs Cmte. Chair

Janet Steinberg

732-389-0390

janet.steinberg@lmco.com

Immediate Past Chapter Chair

Charles Hodell

732-389-5359

chuck.hodell@lmco.com

