



SOLE SOURCE



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

September 2006

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

Volume 30, Number 1

SOLEful Musings

By **Chuck Hodell** -
Chapter Chair



This is my last column and it has been very difficult to bring together. When I sit back and reflect on the past two years, it seems most fitting to take some space to acknowledge what we have been doing and the people that enabled the Chapter during this period. We do have the annual recognition dinner but it is a deliberately small (read: affordable) affair not open to the entire membership; as a result, all the acknowledgements and plaudits do not go beyond the Management Committee. I am just not comfortable that we have done enough to express the gratitude that the Chapter owes its volunteers who come from all corners of our community – government and industry. It has been a strong testament to this community to witness the people who have raised their hand and committed themselves to an active role with our Garden State SOLE Chapter. **Bob Featheringham** came on board two years ago and worked diligently with Dave Swiss to assimilate the Treasurer's records. He then upgraded our software and subsequently has provided robust financial information enabling throughout this period a smooth sail for the Chapter. **Rich O'Donnell** has done a terrific job with recruiting new members and locating

the old members for renewals. His metrics are awesome! **Maureen Boyette** has been wearing two hats as the Awards Committee Chair and our Vice Chair for Administration. I am grateful to her for always having the certificates and awards on hand when needed. Kudos to her also for all the recording and data consolidation required for the annual activities' report to the International Office – this is a major feat! **Al Viola**, our Educator, has always been there to do what is needed for sustaining the Chapter. He has been doing so for more than a decade – that's commitment! **Bill Hogelin** has shared his energies with us for several years now in membership and professional development capacities. His enthusiasm is contagious and has been motivating when circumstances were impeding our progress. **Dr. Michael Harris, C.P.L.** took on the Herculean task of assembling and publishing our newsletters. He has been strongly dedicated to making it happen and is always trying to do one better. With **Steve Bromka** as our publicity guru, we were up on the web two years ago and rank among the best Chapter sites online – that is exciting. We have always had many photographs of our activities thanks to **John Westgate** and his wonderful digital camera – a real plus for our newsletters. Everyone knows **Janet Steinberg**, as she has been our luncheon recorder for years; without her diligent management of rosters and the luncheon database amongst a myriad of other tasks I have asked of her, I would have been overwhelmed. **Gloria Richardson** each year has processed government registrants for our symposium in such an efficient manner that

what is typically difficult has been made to appear smooth, almost easy – a credit to her competence! **Ken East-C.P.L.**, our Regional Director, has been helping us with our symposium programs for several years. Most recently, he has chaired the events. We all owe him our gratitude for support beyond the call of duty – there aren't many Regional Directors who even want to do that which Ken chooses for supporting his Chapter. There are others still, like **Mike Ryskamp, C.P.L.**, our relatively new LEF Liaison who continues to scour NJ for scholarship candidates; and **Jeanne Allerton** who volunteered last year to stage a winter social for us. To all of you I am indebted for your support that collectively enabled us to get things done and have some fun at the same time. To you, the membership, I am similarly grateful for your support to our luncheon programs, the annual Symposium, and workshop activities. Thank you all, it has been a singular privilege to serve on your Management Committee.

Programs

By William Hogelin - Vice Chair Professional Development

Training/Professional Development

Last month's article provided 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 develop the training for folks interested in attaining a higher level of competency, this newsletter will be the source of information on dates of training, recommended reading material and test date. As of now, we are putting together the agenda and the study guide. 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 list.

During the same period, the Chapter will hold the fall luncheon speaker series at Gibbs Hall. Dates are 26 September, 17 October, and 14 November. The flyer for the September luncheon is out. We have and invite out for the October luncheon, and have the theme set for the November luncheon. The theme is "Continuing Education for the System Engineer/Logistician." My hope is to have a panel from Universities that have tracks in System Engineering/Logistics and would like to present details about them. Some have short courses for the full time worker. Some have teamed with DAU and Fort Monmouth. The panel would be open for two-way dialog so the work force can express their needs. Randy Fowler from DAU would be part of the panel and the luncheon speaker. The session would start in the morning and only folks staying for lunch will need to pay. If you have suggestions on what you would like brought up from the speakers that would fit in with the theme let me know.

The Chapter continuously requests members' input in the selection of the speakers. We have open dates throughout the winter. Contact Ron Fulton if you have a name or a topic you would like to here.

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

Chapter Management Committee Meeting Minutes – 31 July 2006

Chapter Chair, Chuck Hodell, called the Chapter Management Committee meeting

to order 11:40, 31 July at the Lockheed Martin office, Tinton Falls, NJ.

In attendance: Chuck Hodell, Rich O'Donnell, Bill Hogelin, Al Viola, Janet Steinberg, Gloria Richardson, Michael Harris, and Bob Featheringham.

All agreed to waive reading of the previous minutes.

Officer reports were brief in that the Chair emphasized that there was urgent business that needed to be concluded at this session.

Chuck Hodell reviewed for all the electronic mail activities of the past week which were devoted to processing a motion made initially by Bill Hogelin proposing that the Chapter subsidize SOLE registration fees for chapter officers and immediate past Chair who attend the National SOLE Symposium in August. The motion was subsequently withdrawn and a new motion proposed by Michael Harris: a motion to cover approved costs for attending the International SOLE Symposium in 2006 and 2007 for two members of the Chapter Management Committee. The costs covered and people to attend are to be determined by subsequent, separate motions for each annual symposium. There were no amendments and the motion was passed on 27 July 2006.

Ken East and Chuck Hodell are planning to attend the August Symposium. Their business units will be funding their travel.

Old Business:

Motion was proposed by M. Harris that Rich O'Donnell be supported by the Chapter for attending the International Symposium in Dallas next month. The motion carried.

Motion was proposed by M. Harris that R. O'Donnell be reimbursed up to \$3000 for attendance at the Symposium, that expenses be verified with subsequent report to the Vice-Chair Finance; there is to be no reimbursement for lost wages or use of vacation time in conjunction with the travel. The motion carried.

Motion was proposed by A. Viola that Bill Hogelin be supported by the Chapter for attending the International Symposium in Dallas next month. The motion carried.

Motion was proposed by M. Harris that Bill Hogelin be reimbursed up to \$3000 for attendance at the Symposium, that expenses be verified with subsequent report to the Vice-Chair Finance; there is to be no reimbursement for lost wages or use of vacation time in conjunction with the travel. The motion carried.

Final motion was proposed by A. Viola that both R. O'Donnell and W. Hogelin be provided a \$1500 advance for set-up of travel arrangements to the national Symposium in Dallas TX. The motion carried.

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

Financial Update

By Bob Featheringham - Vice Chair Finance

For the period 01 August 2006 to 31 August 2006, revenues to the Chapter were \$135.00; expenses were \$3,480.04. The net transactions were within budget, and the Chapter's reserves remain intact. A detailed report was provided to the Chairman and remanded for annual audit and subsequent approval.

Member Information

By Rich O'Donnell - Vice Chair, Membership Services

First, and foremost, I would like to start my (final) membership article by thanking our outgoing Chapter Chair, Chuck Hodell, for two years of exceptional service as the Garden State Chapter Chair. Unbeknownst to most of you, but obvious to those of us on the management committee, Chuck has worked long and hard to make the Chapter the huge success that it has become today. He has worked tirelessly and

selfishly, without any hoopla or self-aggrandizement, and made the Chapter an extraordinary success. We all owe Chuck a debt of gratitude and I personally take my hat off to him for the hundreds of hours that he has worked in support of his passion(s) – logistics and SOLE. I personally thank you Chuck and I shall be taking over as Chapter Chair come 1 October from a real good, hard-working and devoted man. Your shoes shall be truly hard to fill!

Members

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

New members

Barbara Applegate: LRC – COMM Dir.
 Lisa DaPonte: LRC – COMM Dir.
 Christine Dix: LRC – COMM Dir.
 Karen Englander: LRC – LEO Dir.
 Darryl Fambro: Booz Allen Hamilton
 Robert Hague: LRC – COMM Dir.
 Allen Hardison: LRC – COMM Dir.
 Brian Hinkle: LRC – LEO Dir.
 Felicia Johnson: LRC – CCS/AVNS Dir.
 Ronald Lauer: SRA International
 William McCarthy: LRC – LEO Dir.
 Thomas Naclerio: LRC – COMM Dir.
 Brenda Pahuliz: LRC – COMM Dir.
 Jennifer Paletchev: LRC – COMM Dir.
 Thomas Reed: Blackhawk Mgmt Corp.
 Ruthann Rinaldi: LRC – LEO Dir.
 Sheri Rodriquez: LRC – CCS/AVNS Dir.
 Nathaniel Simmons: PEO IEW
 MaryJo Slocum: LRC – COMM Dir.
 Edward Stephenson: Boeing Corp.

Renewing members

Maureen Boyette: Multimax Corp.
 Teresa Brown: LRC – CCS/AVNS Dir.
 Michael Conte: LRC – COMM Dir.
 Ruanda Cooper: LRC – IEWS Dir.
 Pamela Cooper: Booz Allen and Hamilton
 Brian DeBiase: LRC – CCS/AVNS Dir.
 Sabrina Fowler: Turner: LRC – LEO Dir.
 Ronald Gean: LRC – IEWS Dir.

Mose Golden, Jr.: LRC – LEO Dir.
 Dr. Michael Harris: Log.Sec Corp.
 Chuck Hodell: Lockheed Martin Corp.
 William Hogelin: LRC – CCS/AVNS Dir.
 Haywood Hubbs: LRC – COMM Dir.
 Michael Jackson: PM DCATS
 Scott Kelley: PEO IEWS
 Richard Kirk: LRC – COMM Dir.
 Jong Lee: TPS Assocs. Inc.
 Linda McGuire: Blackhawk Mgmt Corp.
 Danny McWilliams: Enlogex Corp.
 Jose Mercado: Lockheed Martin Corp.
 Scott Moran: LRC – COMM Dir.
 Kathleen Morgan: PM ACS
 Jerry Parker: Information Systems Support
 Ana Paroline: TAMSCO
 Gregory Phillips: LRC – IEWS Dir.
 William Powell: Lockheed Martin Corp.
 William Reuter: BAE Systems
 Gloria Richardson: : LRC – COMM Dir.
 Mike Ryskamp: PM FCS
 Maria Santiago: LRC – COMM Dir.
 Martin Sayne: BAE Systems
 John Slade: LRC – DRE
 Douglas Solivan: LRC – COMM Dir.
 Nancy Soper: LRC – COMM Dir.
 Janet Steinberg: Lockheed Martin Corp.
 Ruth Surak: LRC – SAMD
 Thomas Tierney: LRC – COMM Dir.
 Timothy Travers: LRC – COMM Dir.
 Linda Treffinger: Sytex, Inc.
 Peter Tsang: LRC – DRE
 Alex Viola: Enlogex, Inc.
 Cristen Zukowski: LRC – COMM Dir.

Thank you all for joining, or rejoining, SOLE.

Membership

I would also like to remind everyone, once again, of the types of SOLE memberships. They consist of:

1. **Regular member** – \$45 to become a regular member, at the subsidized rate, **if one joins through the local Garden State Chapter membership POC (currently me through the end of September)**. This is the first year (out-of-pocket) rate. To renew as a "regular" member, the out-of-pocket expense is \$35, **only**

if renewed through the Garden State Chapter membership POC.

2. Young Logistician – For those engaged in the field of logistics who are younger than 35 years old, the initial application out-of-pocket expense is \$25. A young logistician has to renew at the regular member rate of \$35 in subsequent years.

3. Student member – For those who are carrying at least 30 percent of a full-time academic program in the field of logistics as a graduate or undergraduate in a school of recognized standing. Such "student" members cannot be drawing full salaries while attending college. The locally subsidized "student" member rate is \$10 to join SOLE and the renewal rate is also \$10.

4. Retired member – For someone who is fully retired from the active labor force, the subsidized rate is \$35 to join SOLE and \$25 to renew one's membership.

5. Corporate member – Group membership for a company or organization (unsubsidized locally), rates are as follows.

- Up to 49 employees(includes three free memberships): 1 year – \$1,000
- 50 to 500 employees(includes six free memberships): 1 year – \$2,000
- Over 500 employees(includes nine free memberships): 1 year – \$3,000

It is important to remember that if one joins or renews their membership in SOLE, and wants to get the locally applied Chapter subsidy, they have to apply or renew their membership through the Garden State Chapter Vice Chair for membership (currently me). The regular member subsidy is currently \$95.00 per year per person. If one renews through the SOLE National web site (www.sole.org) or through SOLE National HQs via any other means, the subsidy will not apply. This is a very important point to remember.

I am happy to inform you that starting 1 October 2006, Mr. William McLean, from the LRC

Communications Directorate, shall be the new Vice Chair for membership. In his very capable hands, I bestow all of the membership information and records that I currently possess. So – for the next two years, Bill is the guy to contact to renew your memberships or for others to join our Garden State Chapter. Bill is reachable at (732)532-6591. His e-mail address is william.mclean@mail1.monmouth.army.mil. His office symbol, here at Ft. Monmouth, is AMSEL-LC-COM-C-SS. Best of luck to you Bill. I hope that you enjoy the membership responsibilities.

Information Sharing

Lastly, to all SOLE – Garden State Chapter members, please share this information with those peers and associates of yours. If you think SOLE is a worthwhile organization, that provides a valuable service at a reasonable price, please spread the word. We are always looking to sign up and embrace new members, have former members renew, etc. To those 120 or so new interns in the LRC, please share the word about SOLE with your intern peers. Your thoughts, ideas, and active participation in SOLE are extremely valuable and you are the future of the organization. We'd love to sign up many more of you as "Young Logisticians" and grow the future of the organization.

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

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

Risk Analysis (RAC)

24 to 28 Sep 07

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.

RAC (Risk Analysis Course)

This one-week course presents the fundamental concepts and techniques used to analyze and manage risks in projects. Qualitative techniques for risk analysis are reviewed in detail to include the identification of risk events, the use of fishbone charts, likelihood ranking, impact assessment and the description of the risk associated with the event. The use of various risk matrices is covered. Events are ranked and risk mitigation measures are discussed. Residual risk is determined and secondary risks are identified. Quantitative risk analysis techniques include the use of PERT to determine schedule risk. Monte Carlo simulation is used to determine cost

and schedule risk and to better specify the likelihood of the occurrence of specific risk events and to determine the size of management reserves. The use of the Venture Evaluation and Review Technique (VERT) for Monte Carlo simulation is covered and the software is provided free of charge. Utility curves and decision maker attitudes toward risk are covered. Techniques for eliciting expert opinions are covered.

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-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.

1. "Multiple Award Task Order Contract" on October 11 at 1PM. Presented by Ted Chupein of the Legal office.
2. "Service Contract Act" on October 12 at 9AM and on October 18th at 1:30PM. Presented by Maria. Esparraguera, Esq.
3. "Other Transaction Agreement/ Cooperative Research and Development Agreements" on October 12 at 1PM. Presented by Mike Zelenka, Esq.
4. "Market Research and Commercial Item Determination" presented by Marla Flack of the legal office on October 19 at 1:30PM.

5. "Bundling and Consolidation" on October 25 at 1:30PM. Presented by Frank DiNicola, Esq.

6. "Procurement Fraud" on October 26 at 1:30PM. Presented by Pam McArthur, Esq.

All training will be conducted in the CECOM Acquisition Center

Operations Conference Room, Second Floor Building 1208. Taping services will be headed up by Anthony Manfredi.

Ordering Officer Training

Monday, 13 November to Friday, 17 November 2006, 0800 to 1600. Instructor: Debra Smith, et al // Location: Bldg 1208 Ground Floor (Acq Ctr) // Number of Seats: 19. This course will provide Ordering Officer candidates with the knowledge required to obtain a Certificate of Appointment. Students will be shown the correct procedures and receive instruction for utilizing the various systems necessary for processing delivery orders against Indefinite Delivery Indefinite Quantity (IDIQ) contracts. The class will consist of training and hands on applications provided by various subject matter experts. The training topics that will be covered are as follows: Contracting Principles, Ethics, Procurement Automated Data and Documents System (PADDS), Contract Action Report (CAR), Purchase Requisitions, Recertification of Funds, Fiscal Law, Project Contract Folder, and Packaging. An open book, multiple choice/fill in the blank test will be given the last day of class.

Existing Ordering Officers who are attending as refresher training do not have to take the test, and they are only required to attend for three days (Tuesday, 14 November through Thursday, 16 November). New candidates are required to

pass the test and attend the full week of training in order to obtain their Certificate of Appointment. Limited to Ordering Officer candidates and existing Ordering Officers.

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.

“Defense Logistics ensures our Warfighters and first responders have the right materials, in the right place and at the right time - so we can effectively support them not only today, but tomorrow and well into the future...”

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
LEF Logistics Education Foundation
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**

The New Chapter Year

In SOLE, we have two years. The first is what I call the Chapter year, it happens to be the fiscal year for the local chapters and the society as a whole – this is 01 October through 31 September. This is the one that is important for paying our dues – remember, we subsidize your national dues. The other year is the Awards year; this is offset from the Chapter/fiscal year so that the Chapters have time to complete the awards books, send them to SOLE headquarters, have them evaluated, and the chapter and newsletter awards ready to be presented at the annual SOLE international symposium in August – just before the start of the

Chapter/fiscal year. This probably confuses you, but do not feel badly about it – it confuses us and we are on the inside.

A few of use in the Chapter have been active for 25 years or more – I just celebrated my 25 years with SOLE this past June. We do not worry about being confused anymore (I think it is the Ariccept® that does it). If you ever wondered why some of us ramble, it is a matter of age.

If you notice, I put the year and month of the newsletter in the footer (lower, left-hand corner), but I put the volume and number in the header. This issue, the last of the 2005-2006 Chapter year newsletters is Volume 30, Number 1. My newsletter year is offset from the Chapter year. Why would I throw more confusion into the mix? My very first newsletter, after Chuck Hodell twisted my arm to become Editor, was in September of some year in the dim, dark past. I have tried to keep to the schedule even though the numbering does not match up with the Chapter year. I try to be consistent – and I ignore Arthur Schopenhauer who said, “Change alone is eternal, perpetual, immortal.” Actually, I do not ignore Schopenhauer and there are only a few things about the newsletter that have remained the same. I change the format six or eight times a year. I even offered \$20 CASH if anyone could find the format changes; I spent the money on myself when I had no takers.

On to Schopenhauer – he saw life as being essentially evil, futile, and full of suffering. His philosophical anthropology is the same as mine – people are born without a full measure of goodness. I, unlike Schopenhauer, do not see life as being evil. There is evil out there – that is why we have Warfighters in Afghanistan and Iraq, but not all people do evil. Life can be futile and full of suffering for some, but we have ample opportunity to help them. I think I will end my ranting now before I launch into a sermon.

I look forward to a new Chapter year with some new faces on the Chapter Management Committee and some changes in the leadership. But we have enough continuity to avoid the

costly mistakes. Come out and join us for the luncheons and social events.

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

John Westgate – Photographer Extraordinaire

Our staff photographer, John R. Westgate is also owner and sole proprietor of John R. Westgate Consulting. In business since 1988, John has leveraged his more than three decades of progressive



multi-service experience to provide innovative solutions to many acquisition programs within our community. John and his firm have provided acquisition, program management, logistics, and training services to DoD customers for more than 18 years. His core-competencies includes supporting the development and implementation of acquisition program strategies, developing Acquisition

Requirements Packages (ARPs) and supporting the management of Mandatory Procedures for Major Defense Acquisition Programs (MDAPs) and Major Automated Information System (MAIS). John has supported many of the major programs and project offices at Fort Monmouth.

When John is not saving the world from terrorists and other bad guys, he is actively supporting the Garden State Chapter of SOLE. John can be seen at every Chapter event – capturing images of good people having a great time, professionally and socially. John's work can be seen on the SOLE Garden State Chapter's website – www.gardenstatesole.org. Without John's eye for a good photograph, this newsletter and the Chapter website would be empty of images of your faces.

Editor's Note: We had to slip in some acronyms so that you would know that you were reading the *SOLE Source*.

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. Generally speaking, a long production run will result in:
 - a. Lower inventory levels.
 - b. Lower warehousing costs.
 - c. Higher inventory levels.
 - d. No impact in inventory levels.
2. To ignore environments in a decision situation:
 - a. Is very seldom practicable.
 - b. Is usually done when a non-controllable variable is crucial.

- c. Is termed decision making under certainty.
 - d. Usually makes the decision process more complex.
3. Application of linear programming techniques:
 - a. Forces a clear-cut Statement of the aims of the system involved in the analysis.
 - b. Reduces costs.
 - c. Defines an organization's objectives.
 - d. Deals effectively with more than one set of conditions at a time.
4. Pallets, skids, racks, shelves, and containers are:
 - a. Part of the functional costs of product delivery.
 - b. Elements of property for year-end tax accounting.
 - c. Principle items of storage for a firm.
 - d. Mobile equipment subject to frequent movement.



Ken East and luncheon speaker, Mark Weston-Dawkes from PM WIN-T – Photo by Westgate

TECHNICAL ARTICLES & OTHER ITEMS OF INTEREST

We have two articles for you this month.

The first article is from *Army Logistician* (Volume 38, Issue 5 – September/October 2006) and is about a change in the way the military conducts joint logistics. The author is MAJ Brian M. McMurry, the Operations Officer of the 64th Corps Support Group, which is deployed to Iraq. He has a BA degree in political science from Washington University and a MS degree in business (procurement and acquisition) from Webster University. He is a graduate of the Quartermaster Officer Basic

EXPEDITIONARY LOGISTICS: DAWN OF A NEW JOINT LOGISTICS REALITY

By Major Brian M. McMurry

When the 64th Corps Support Group deployed to Iraq, it had to change the way it did business.

Focused logistics is a key tenet of Army logistics transformation. Its goal is to provide rapid response, asset visibility, and improved agility tailored to sustain strategic-, operational-, and tactical-level forces. As the Army transforms, its leaders are finding that modularity and transformation require a mindset and a set of conditions that produce different capabilities—particularly the ability to execute expeditionary logistics. Army logisticians must be adept and flexible enough to support either expeditionary or protracted operations.

Operations in Iraq are changing the traditional roles of the services. The Marine Corps is learning to be a protracted-operations force, breaking from its traditional theater-opening force (expeditionary) role as units stay in the theater for months. Army maneuver units are learning to fight as a leaner force. Transformation and the struggle against violent

Course, Combined Logistics Officers Advanced Course, and Army Command and General Staff College.

The second article is about a “lean” success story. I took this one from *Army Logistician* also (Volume 38, Issue 6 – November/December 2006). I actually got to meet Womack about ten years ago. Only his first book is worth reading. Our author is Kim C. Russell, the Public Affairs Officer at Letterkenny Army Depot, Pennsylvania, where she has been employed for 29 years. She has a BA degree in business and economics from Wilson College in Pennsylvania and is currently working on a master’s degree in journalism/communication. She recently won the David Goodman Award at Letterkenny.

extremism are driving logisticians to be more capable, nimble, and expeditionary in supporting light and heavy forces simultaneously.

Establishing new paradigms while the fighting force transforms is very difficult. Accepting change, let alone embracing it, is often daunting in a profession that is steeped in doctrine and tradition. History has shown that gaining widespread acceptance of good ideas is easier when necessity and the survivability of the fighting force are the driving factors behind change.

Out of necessity, the U.S. military is much more “purple” (joint) than it has ever been. As the Army changes to a modular institution to support a dynamic environment ranging from high-intensity operations to support operations to stability operations, logisticians are required to look vertically within their own services for solutions to problems and horizontally across service lines to find the tools that work best.

Today’s military exists in a unique and dynamic time and environment in which it is transforming its organizational structure and equipment while fighting in a very permissive environment. Even the tactics, techniques, and

procedures written less than 5 years ago are proving to be of little value to an Army operating with a changing force structure. This article will describe how the 64th Corps Support Group (CSG) transformed from a legacy Force XXI CSG to a brigade-level combat service support (CSS) organization that serves as an example of logistics support in a modular and joint environment.

Expeditionary Logistics

In the far western sectors of Anbar province in Iraq, the 64th CSG is at the forefront of expeditionary logistics. Organizationally a legacy CSS element, it has adapted and task-organized its force structure so that it now looks less legacy and more expeditionary. In the logistics circles of Operation Iraqi Freedom 05-07, use of the term “expeditionary logistics” has become common. However, finding an accurate definition of this term is easier said than done, with the term usually being defined more by examples and deeds than by Army doctrine. Although many definitions are available for the term expeditionary, most of them mention the Marine Corps or Navy in relation to military service abroad. Obviously, this is not what the word means to Army logisticians currently serving in Iraq.

So, what is expeditionary logistics? You can “Google” it, “Yahoo” it, or dive deep into Army logistics doctrine, and you will not find a clear-cut definition of expeditionary logistics. Months of executing “graduate-level” logistics in the deserts of Iraq has allowed us to gain a clearer understanding of the term. Expeditionary logistics can be defined as uninhibited logistics provided by a task-organized CSS element tailored to support maneuver elements with multi-echeloned support in a single support package. In this definition, “uninhibited” means that the supporting element is not tied to a specific equipment set or bound by conventional constraints (the specifications of a modification table of organization and equipment), and is

capable of providing organic- to general support (GS)-level support.

Metamorphosis

As a legacy CSG designed to provide direct support to echelons-above-division units and GS to armored heavy divisional assets, the CSG’s modification table of organization and equipment was not designed to support the mix of Army, Navy (Seabees), and Marine Corps forces that were in the area of operations that it supported. However, as a caterpillar transforms to a butterfly, the 64th CSG transformed. Out of necessity and the desire to provide the best support to very austere locations in the Jazirah Desert of Iraq, the 64th CSG quickly tailored itself to support any force, anywhere, anytime.

Based on the capabilities of the supported unit and mission, enemy, terrain and weather, troops and support available, time available, and civil considerations, the 64th CSG, through its corps support battalions, stood up both forward logistics elements and logistics task forces. Over a 3-month period, the 64th CSG supported Army, Marine Corps, and Navy units over an 84,000-square-mile area by executing expeditionary logistics.

Expeditionary Logistics in Action

In the 64th CSG, we executed container delivery system drops to Stryker elements. We designed ration and water racks that could withstand the beating of 10 hours of cross-country driving in the desert. We borrowed and embraced Marine Corps bulk water hauling containers, called “sixcons,” to transport water because our own semi-trailer mounted fabric tanks would not withstand the trip. We went from being a linear battlefield-oriented CSG outfitted with line-haul transportation assets to a CSG with corps support battalions that look and function more like divisional forward support battalions. We traded our fleet of 5-ton commercial-style tractor-trailers for palletized load system trucks and our 7,500-gallon bulk fuel tankers for 2,500-gallon tactical fuel delivery systems. Although we had no slingload equipment, we obtained slingload systems and cross-trained

with units that were slingload-qualified so we could execute slingload operations.

The CSG provided multi-echeloned support through its corps support battalions that were embedded in cavalry squadron combat trains. We provided rations and ammunition to firebases, moved M1A2 Abrams tanks into battle positions for the Marine expeditionary unit, provided direct support to a parachute infantry regiment, and provided operational rations for over 54,000 joint and coalition personnel.

Tenets of Expeditionary Logistics

The four tenets of expeditionary logistics are:

- Modularity: Capable of task organizing or plugging into various supported elements.
- Flexibility: Able to transform or adjust quickly to changing support packages based on a fluid, asymmetric environment.

LETTERKENNY GETS LEAN FOR WAR

By Kim C. Russell

With the onset of Operations Enduring Freedom and Iraqi Freedom, the Army's depots were called on to answer the immediate needs of the warfighter. The depots, described in some circles as being as agile as a three-legged turtle, had to transform to meet the increasing demands of an Army at war. The management challenge was simple: How do you change a three-legged turtle into a thoroughbred?

Letterkenny Army Depot, Pennsylvania, has used Lean techniques successfully to meet the wartime challenge. Lean is based on the Toyota Production System, which Toyota Motor Corporation developed and implemented from 1949 to 1975. The success of that system inspired the concept of Lean manufacturing, which was first presented by James Womack in his 1990 book, *The Machine That Changed the World*. The application of Lean manufacturing (in the form of the Toyota Production System) is often credited for Toyota's progress in becoming the world's leading automobile manufacturer.

- Adaptability: Able to support different services using equipment sets and doctrine that are familiar to the supported units.
- Dexterity and agility: Capable of providing multi-echelon support using different support packages tailored to the supported units.

Ten years ago, it would have been unheard of for a CSG designed to support a mechanized heavy force to execute container delivery system drops and slingload operations. Similarly, it would have been unrealistic to expect a CSG to task-organize its corps support battalions into lean forward logistics elements and logistics task forces that would be embedded into Marine regimental task forces to support high-intensity urban operations. These accomplishments of the 64th CSG during Operation Iraqi Freedom 0507 set a standard for other CSGs.

The Lean process exemplifies what can be done using "the art of the possible," when both management and workers are focused on making changes in a business model. The key to making Lean work is to have the workers, including union leaders, believe in it. It is important to understand that Lean is not an acronym, an event, or a program. It is a philosophy for deciding what products and services an organization should provide and how the organization can provide them in a rapid, efficient manner.

Early Success Supporting Special Forces

Letterkenny Army Depot started its Lean journey in 2002, when the depot commander, Colonel William Guinn, introduced the Lean concept. The original intent was to improve depot maintenance processes to attract new customers. As the depot transformed into a "capabilities-based depot," it was imperative that the depot provide its customers the "biggest bang for their buck."

Early in fiscal year 2003, Letterkenny experienced its first opportunity to apply Lean concepts in support of the Global War on

Terrorism. The U.S. Army Special Operations Command (USASOC) had designed a specially modified high-mobility, multipurpose wheeled vehicle (humvee) known as the ground mobility vehicle (GMV) to provide a fighting platform for the anticipated invasion of Iraq. As war approached, USASOC turned to Letterkenny to accelerate production of GMVs.

Letterkenny had established a special relationship with USASOC in 1998 with the production of GMV kits for the specially modified HMMWVs. When USASOC made its urgent request known to the depot, depot managers decided to employ their newly formed Lean team to make improvements in the GMV process. The first task was to transform the depot's existing GMV maintenance and rebuild production line. The initial goal was to turn new humvees into GMVs within a 10-week turnaround time, measuring from when a vehicle came in the door to when it went out the door. Before the project could be completed, the requirement quickly changed to a turnaround time of 3 weeks.

As USASOC's requirements changed, Letterkenny successfully ramped up production to 24 vehicles a week. Turnaround time was reduced from 10 weeks to 3 weeks and then to just 8.8 days, and the floorspace required for the operation was reduced by 50 percent. Not only was the depot able to supply the warfighter with vehicles in a greatly reduced time, it also provided the customer with savings of \$990,000. The depot used the savings generated to produce 18 more GMVs and thus provide USASOC with an additional fighting capability that previously had been unfunded.

Transforming Patriot Recap

The Patriot missile recapitalization (recap) program is designed to bring the ground support system to a condition of near-zero hours or miles of operation. Letterkenny is responsible for the recap of one battalion a year. In fiscal year 2003, the depot transformed its Patriot launcher rebuild program into a true Lean operation. The depot was able to generate savings of \$1.2

million for the customer. Based on these savings, the Patriot Lower Tier Project Office asked the depot to overhaul four additional Patriot launchers that had not been funded.

Resetting Patriot and Avenger

By this time, Operation Iraqi Freedom was in full swing and Baghdad had fallen. The threat of Scud missile and air attacks had been eliminated, and the depot's attention turned to resetting both Patriot and Avenger missile systems returning from the war. The depot decided to incorporate Lean concepts in the initial planning sessions for the reset missions. This meant a shift in traditional thinking. The concept required a virtual look at a reset line and the implementation of Lean before the reception of assets. A member of the Lean team was dispatched to Fort Bliss, Texas, to establish the reset "line."

Team Letterkenny successfully reset three Patriot battalions 2 1/2 months ahead of schedule. The turnaround time was critical to the redeployment schedule of air defense artillery units. Letterkenny not only completed these missions ahead of schedule but also saved the customer \$1.5 million. The result was revitalized Patriot air defense systems that Soldiers could trust to accomplish their missions.

Avenger missile systems also had seen considerable action during the march to Baghdad. Avenger systems were sandblasted by windstorms, and many suffered battle and transportation damage. The depot conducted a series of Lean events, and substantial changes were made in the assembly and disassembly processes. The Lean concept eliminated unnecessary steps in the refurbishment process and created a "parts supermarket" close to the depot's work cells. The Avenger reset program saved the Army another \$1 million.

Letterkenny's implementation of Lean returned Patriot and Avenger missile systems to the field faster than expected and provided \$2.5 million to the customers to support other unfunded

requirements associated with the Global War on Terrorism.

Armoring Vehicles for Iraq

As a result of the depot's Lean initiative, Letterkenny was able to add several missions, including work on chemical-biological defense equipment, Army humvee recap, generator rebuilds, Force Provider, and several armor programs.

One of the initiatives implemented under Lean during the armor processes was the use of a "pull system." Under this system, workers do not walk back and forth to obtain parts and tools; everything they need for their work is located beside their work areas in carefully marked bins.

Lean cuts waste, consolidates operations, and, as a result, frees floorspace. The additional floorspace was critical as the depot worked to bring in new missions to support Soldier needs. Letterkenny quickly put this additional floorspace to use to meet an urgent call for armor boxes that were needed in the battle for Fallujah. The armor plating arrived on a Friday night, was cut over the weekend, and was delivered for ballistic testing at Aberdeen Proving Ground, Maryland, in less than 72 hours. The depot implemented a true Lean pull system to produce 36 of these boxes in less than 14 days.

The next call was for humvee armor door kits. Lean concepts were incorporated into the production system, and weekly output increased by 200 percent. The one-piece flow system allowed changes in configurations to be implemented immediately in the production run. Letterkenny was asked to increase its production to 860 humvee armor door kits, and the last of the kits was produced 2 weeks ahead of schedule.

Armor kits for the M969 5,000-gallon tanker provided a new challenge because the tanker had undergone a variety of design changes. However, the depot produced 150 armor kits,

each containing 82 pieces, and weighing over 2,400 pounds. The letter of intent to build the kits was received on 19 November 2004, and the last kit was completed on 21 January 2005. The M969 kits were completed 4 weeks ahead of schedule and \$1 million under budget.

The depot also was asked to produce armor cabs for the M939 5-ton truck. Letterkenny began with a modest production rate of 5 kits a week in January 2005. Each kit included 382 pieces and weighed a total of 5,870 pounds. By using Lean processes, production was steadily increased to 25 kits a week without increasing the amount of floorspace needed. Based on the accelerated production rate, the depot was asked to produce 70-percent more kits than called for in the original program. The 400th cab was completed in early July 2005.

In October 2005, Letterkenny's success in implementing Lean was recognized when the depot became the Army's first winner of the Shingo Prize for Excellence in Manufacturing. The Shingo Prize was established in 1988 to promote excellence in manufacturing, but a Shingo Public Sector Prize was not established until 2005 to recognize government entities in the United States that have demonstrated outstanding achievements in "manufacturing, industrial, or 'maintenance, repair and overhaul' (MRO) type activities of the public sector." The depot had won the coveted prize referred to by Business Week as "the Nobel prize of manufacturing . . ." Letterkenny also won a second Shingo Prize in 2006, the Silver Award for the depot's humvee recapitalization program using Lean processes.

Today, Letterkenny continues to use Lean to provide greater value and responsiveness in support of the Nation's Warfighters. Guided by Lean principles, the depot continues to return savings to its customers, increase throughput, and respond to customer needs. The Warfighters deserve no less.

Meeting Notices

Luncheon Meetings: Third Tuesday of the month.

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

Chapter Management Committee Meetings: Last Thursday of the month.

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

Other Functions:

Date	Time	Location
May 2007	All day	Sheraton Eatontown – TBD

"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

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2006-2007

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