Logistics Directions

Newsletter of

The Council of Logistics Engineering Professionals

July – August 2015

In This issue:

Upcoming Events

The following is a listing of upcoming conferences, symposia, and events that are logistics related and may be of interest to CLEP members –

Defense Logistics 2015, December 1 – 3, 2015, Arlington, VA (http://defenselogistics.wbresearch.com/)
For 14 years, Defense Logistics has been the go-to meeting place for discussing supply chain strategies of military, defense, and private organizations. Known for collaborative and interactive sessions, as well as high-ranking speakers, Defense Logistics remained strong during a time of government budget cuts, and is poised for an even larger audience in 2015.
Of particular interest this year, **CLEP** is supporting the event by taking an active role in developing the agenda, as well as contributing Logistics Engineering expertise as speakers and discussion panel members.

RAMS 2016, January 25 – 28, 2016, Tucson, AZ (http://rams.org/)
The Annual Reliability and Maintainability Symposium (RAMS®) is the premier event in the reliability, availability, and maintainability engineering disciplines. Combining tutorials, presentations, CEUs, certifications, and networking into one week-long program, the RAMS® delivers cutting edge information to all technical industries.
Of note, **CLEP** members will be presenting papers during this event.

The Logistics and Supply Chain Forum, November 1 – 3, 2015, Scottsdale, AZ (http://www.logisticsforum.com/)
The Logistics & Supply Chain Forum USA offers senior industry professionals the opportunity to meet potential new product & service providers; listen, as well as directly contributing, to industry thought leaders in conference and workshops; develop your personal network amongst industry peers.

International Applied Reliability Symposium, June 21 – 23, 2016, San Diego, CA (http://www.arsymposium.org/)
Reliability engineering has never been more important than in today's economic environment. Whether you are just beginning your reliability journey or you are a weathered veteran, this conference has something for you. You will have the opportunity to network with others in your field while learning first-hand about real world applications by expert practitioners. The ARS is one of the fastest-growing reliability forums and serves as a great way to further your education and shape the industry.

32nd NDIA National Logistics Forum, April 18 – 20, 2016, Washington, DC (http://www.ndia.org/meetings/6730/Pages/default.aspx)
The 32nd Annual National Logistics Forum will bring together senior government and industry logistics policy officials and practitioners to address current challenges facing the delivery of logistics capabilities and services in the current and future severely resource constrained environment. NDIA's National Logistics Forum will highlight the challenges, attempt to identify the opportunities and assess future impacts on logistics support to Warfighters based on the known and anticipated fiscal constraints to be encountered in the coming years. A technology exhibition will highlight cutting-edge capabilities being developed to support our Warfighters in an efficient and effective manner.

Annual INCOSE International Workshop, January 30 – February 2, 2016, Torrance, CA

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Calendar of Events

(http://www.incose.org/newsevents/currentevents/2015/01/13/incose-iw-2016---torrance-ca-usa)
INCOSE kicks off each year with its annual gathering of the membership to discuss and advance the state of the art of systems engineering. Spend several days of intense activities centered around technical content with volunteers who meet electronically during most of the year. This is the time to collaborate and celebrate in person. The prestigious Working Group Award winners are named at IW, as is the recipient of the Johns Hopkins INCOSE scholarship; and, newly elected officers and directors are installed. The gathering is capped off with an annual INCOSE Foundation Wine Tasting to raise money for Foundation activities.

Fleet Maintenance & Modernization Symposium, September 1- 2, 2015, San Diego, CA
(https://www.navalengineers.org/events/opencallsforpapers/Pages/FMMS2015CFP.aspx)
The American Society of Naval Engineers (ASNE) Fleet Maintenance & Modernization Symposium is an annual event, alternating between Norfolk and San Diego, bringing together the entire naval ship maintenance and modernization community like no other forum. FMMS 2015 will include prominent guest speakers, panelists and paper presentations from the Navy, Coast Guard, industry and academia; providing a unique opportunity to interact with senior military and civil service decision makers, ship and craft operators and maintainers, repair and maintenance personnel, designers, builders, planners, engineers, program managers, life cycle engineers, equipment suppliers and other technical experts. Although, not specifically mentioned in the link below, papers that address ship modernization are also encouraged.

NDIA 16th Annual Systems Engineering Conference, October 26 – 29, 2015, Springfield, VA
(http://www.ndia.org/meetings/6870/Pages/default.aspx)
A major conference focusing on improving acquisition and performance of Defense programs and systems, including net-centric operations and data/information interoperability, system - of - systems engineering and all aspects of system sustainment, will be convened on October 26-29, 2015 in Springfield, VA. This conference is sponsored by the National Defense Industrial Association, Systems Engineering Division, with technical co-sponsorship by IEEE AES, IEEE Systems Council and the International Council on Systems Engineering, and is supported by the Office of the Deputy Assistant Secretary Defense for Systems Engineering in the Office of Under Secretary of Defense for Acquisition, Technology and Logistic and Office of the DoD Chief Information Officer.

2015 DoD Maintenance Symposium and Exhibition, December 7 – 9, 2015, Phoenix, AZ
(The DoD Maintenance Symposium is co-located with the Defense Maintenance and Logistics Exhibition. View more information at www.sae.org/defexpo)
The mission of the 2015 DoD Maintenance Symposium is to create an environment that enables attendees to share relevant information, identify critical issues, discuss key topics, and increase their awareness of Department of Defense maintenance initiatives. At this event, attendees have the unique opportunity to influence the future of the maintenance community. Here, your voice will be heard.
Join military, government and industry leaders, and maintainers from all levels at this distinctive, first class event – the maintenance community's primary venue for networking and content sharing.

Diminishing Manufacturing Sources and Material Shortages (DMSMS) 2015 Conference, November 30 – December 3, 2015, Phoenix, AZ
(http://dmsmsmeeting.com/)
The best practices in DMSMS will continue to push awareness and mitigation early in the design and development cycle, applying improved forecasting analytics and parts management across the services, utilizing the digital thread throughout the life cycle, and providing visibility into potential DMSMS threats along the life cycle. Anti-counterfeiting technologies and standards will comprehensively track inventories and actively provide trusted components. This conference will provide a balanced spectrum of DMSMS practices to improve DoD affordability. Currently the DMSMS Conference will be conducted simultaneously with the Defense Manufacturing Conference (DMC), and both Conferences will join together their Exhibitions to bring the participants a diverse knowledge base in the manufacturing world and more networking opportunities, all in one location. Each Conference will still have their unique agenda structures and focus their program to the conference audience. However, each conference will have a registration procedure to attend, but one registration fee will gain you access to one or both of the conferences.

ENGINEERING LOGISTICS

by Ms. Carlotta Maneice

By cutting out the middleman and putting engineers next to logisticians, AMRDEC looks to save money, keep warfighters' equipment in good repair for longer and make more strategic fix-or-buy decisions.

In 2008, the U.S. Army Aviation and Missile Research, Development and Engineering Center's (AMRDEC) Engineering Directorate participated in a study with the U.S. Army Aviation and Missile Command (AMCOM) and the Program Executive Offices (PEOs) for Aviation and Missiles and Space to identify ways to help give the warfighter the most reliable, sustainable and affordable weapon systems. One initiative resulting from this study was the AMRDEC Logistics Engineering Team in 2009. Logistics engineering is the intersection of sustainment, logistics and engineering, and our team subscribes to the definition created by the *Council of Logistics Engineering Professionals*, which says, in part, that logistics engineering "is the professional engineering discipline responsible for the integration of support considerations in the design and development; test and evaluation; production and/or construction; operation; maintenance; and the ultimate disposal/recycling of systems and equipment."

The idea behind the team was to close the gap between the logistics and engineering communities by working within the project offices and reporting directly to the product support manager. Ronnie Chronister, formerly with the engineering directorate and the former deputy to the AMCOM commander, began a precursor to the logistics chase numerous, costly aviation replacement parts.

"Ken Dulaney, former chief of the AMCOM Industrial Operations Division, and I discussed getting our engineers to better analyze the costs of the replacement parts and determine what solution we could provide to the item managers while reducing the cost to the taxpayer," Chronister said.

Dulaney, Chronister and others met with AMCOM, the PEOs and AMRDEC to discuss the idea of using logistics engineering to solve similar issues with other organizations prior to the start of operations in Afghanistan and Iraq but encountered cultural challenges within the functions of logistics and engineering. The two disciplines were organizationally stovepiped, he explained, with little interaction between the two. Each organization had a different culture and a "this is the way we have always done things" mentality. Operations Iraqi Freedom and Enduring Freedom and the high cost of aviation sustainment forced the two to come together, but the cultures clashed. "The cultures were very strong and change was difficult," Chronister added. "But if you really want to do good things for the Army and our Soldiers, you have to be adaptable and you have to be open to change."

PILOT PROGRAM TAKES OFF

After five years of discussions and meetings, a formal working group was established in 2008 to develop the approach that culminated in a pilot program with the UH-60 Black Hawk program office.

"Data, people and leadership were the keys in getting the pilot program off the ground," Chronister said. The team had to identify what was being replaced at what interval and at what cost to perform the proper return-on-investment analysis to determine if it was more economical to continue to buy as-is or invest in redesign, he explained. "And everyone had to be comfortable enough to understand we were a team trying to save the Army money and get a better product for our Soldiers."

"The initial response from our weapon system team members and logisticians was 'I don't need a logistics engineer,' " said Aviation Directorate. "Educating the logisticians on the benefits of having logistics engineers co-located with them was the key." They were resistant partially because of normal friction between engineers and logisticians, as well as a lack of understanding of how a logistics engineer can help get the job done, he said.

"Before the pilot program, program engineers and logisticians didn't speak the same way," noted Jensen. "If we are talking about a servo cylinder, for example, a logistician may discuss the supply chain aspects of the item—the lead time to buy it, who makes it, how much it costs, for example. An engineer may talk about the technical aspects, such as the pounds per square inch or dimension," he explained. "Today, logistics engineers are able to work side by side with our logisticians, and this bridges the communication gap between the two groups."

The Army and the warfighter are reaping those benefits, which include lower costs, faster turnaround times and greater efficiency. AMRDEC logistics engineers use their expertise and knowledge of engineering to interpret the logistics requirements for the engineering community. They work with engineers in the technical management offices and many of the other Engineering Directorate's specialty areas to address logistics issues related to testing, sustainment, improvement, design, development and acquisition. They assist in weapon system design and sustainment efforts to reduce the logistics footprint, increase readiness, reduce the maintenance burden and improve supply chain performance. They also introduce best practices to improve logistics efficiency and reduce total ownership cost.

WHO PAYS?

One major challenge of the logistics engineering pilot program was funding. "Even though logistics engineers and the logistics engineering program pay for themselves almost instantaneously, determining who funds them is always a big challenge," said Keith Roberson, former deputy project manager for Utility Helicopters. "The logistics engineer's ability to help improve readiness and provide efficient solutions to issues that arise in the field offset any cost of having them on staff," added Roberson, who is now director of the AMCOM Logistics Center. Today, the Utility Helicopter Program continues to see the financial benefit of adding logistics engineers. "We had a logistics engineer with a statistical background

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The Institute for Defense and Business

The Institute for Defense and Business - The IDB fosters shoulder-to-shoulder partnerships among the Department of Defense, the Department of Homeland Security, other government agencies, and the Private Sector to achieve excellence and innovation through research and education.

The IDB addresses this objective by offering a unique suite of joint educational initiatives that serve the US Military as well as government and non-governmental agencies and the private sector.

The remaining course schedule for the year is as follows:

LOGTECH Executive – Sep. 14 – 18
Life Cycle Executive Leadership Program (LCELP) – Sep. 20 – 25
Depot and Arsenal Executive Leadership Program (DAELP) – Oct. 18, 2015 – May 20, 2016
- Seven-month multi-residency with online component
  - 3 one-week residencies in North Carolina
  - One-week industrial benchmarking tour
  - Two to Four week corporate or government residency

MedLog21 – Nov. 1 – 6
LOGTECH Advance – Nov. 15 – 20
Cooperation for Stability Operations (CSO) #11 – Dec. 13 – 18

Program Cost for the LOGTECH Executive and Advance courses is: $9,000, which includes tuition, accommodations, and meals.

Program Cost for the Life Cycle Executive Leadership Program (LCELP), Cooperation for Stability Operations (CSO), Log21 and MedLog21 courses is: $6,000, which includes tuition, accommodations, and meals.

Program Cost for the Depot and Arsenal Executive Leadership Program (DAELP) is $34,055 (for 2015, with 2016 start date to be separately quoted) which includes tuition, accommodation and meals for the 3 one-week residencies in North Carolina, and the one-week industrial benchmarking tour. The participant is responsible for costs associated with the Two to Four week government or industry residency.

Also, for our LOGTECH Executive Course that starts on Sept. 14th we were able to get Alan Estevez (Principal Deputy Under Secretary of Defense for Acquisition, Technology and Logistics), LTG (Ret) Bob Dail (NDIA Logistics Division Chairman) and two Private Sector Executives (Lockheed and Boeing) to be part of a panel on September 17th. The topic of the discussion is "Where do they see Logistics going in the next ten years"?

Please visit our website at www.idb.org for further details on each course.

2016 Course dates have been announced:

LOG21	MedLog21	LCELP	CSO
Mar. 27 – Apr. 1	Feb. 14 – 19	Mar. 6 – 11	Mar. 13 – 18
Jun. 19 – 24	Apr. 24 – 29	Jul. 31 – Aug. 5	Aug. 7 – 12
Aug. 14 – 19	Jul. 17 – 22		Dec. 4 - 9
	Nov. 13 – 18		

LOGTECH Executive	DAELP
Jun. 6 - 10	Oct. 23, 2016 –
Sep. 12 – 16	May 20, 2017

LOGTECH Advanced

Feb. 7 – 12	Jul. 17 – 22
Apr. 17 -22	Aug. 21 – 26
May 22 – 27	Dec. 4 – 9

For the Private Sector to register for a course or obtain additional information, please contact:

Bob Worsham
Senior Account Manager, Private Sector
302-547-8850 (cell)
worsham.ctr@idb.org

For the Government and Non-Government Organizations (NGO) to register for a course or obtain additional information, please contact:

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Logistics in the Last Frontier

By Karina Quintans, M.SAME

When project delays in remote Alaska locations can result in $50,000 per day in additional costs, proactively managing logistics and delegating authority to field managers is essential to stay on time and on budget.

Performing environmental engineering in remote and austere locations in Alaska often requires a level of effort in logistics planning far beyond that required in the Lower 48. Even during the summer when the majority of fieldwork is performed, snow and ice may still be encountered depending on the project location.

For a removal action within a wet marsh at a Formerly Used Defense Site at Davidson's Landing, located on Alaska's Seward Peninsula, all materials, supplies, equipment and personnel had to be transported in and out via a 45-minute helicopter ride.

— PHOTOS COURTESY AHTNA ENGINEERING SERVICES LLC

While devising the technical approach to execute the scope of work may be more or less "typical" in Alaska, the most complicating factor can be traveling in and out of a project site. Because of the lack of infrastructure, especially roads and airstrips, mobilizing to sites frequently requires chartered barges, single engine planes and helicopters, which significantly adds to project costs. For comparison, in the Lower 48, transportation logistics represent approximately 5 percent to 10 percent of a project budget. In Alaska, that number can be as much as 40 percent.

Extreme weather, difficult or environmentally sensitive terrain such as tundra or permafrost, and the presence of bears, moose and other potentially dangerous wildlife also have a notable effect on project planning. As an Alaska Native Corporation, Ahtna Engineering Services has three decades of experience performing site investigations, remedial actions and other environmental engineering and construction projects in remote and austere locations throughout the state.

REACHING REMOTE LOCATIONS

Many places in Alaska are accessible only by air during the field season. The Federal Aviation Administration Station in Farewell is a World War II-era airstrip, located 160-mi northwest of Anchorage in the Alaskan Interior. A site investigation was needed to determine the horizontal and vertical extent of petroleum-contaminated soil across 16 areas of concern.

To perform the work in a location without road access required the use of more than one type of plane for mobilization. A C-130 was used to transport heavy equipment, including a drill rig. Because this site also required full life support, a camp was established for 12 staff, with a kitchen, outhouse, potable water, and laundry facilities. Skyvan, Otter, and Navajo aircraft were chartered to mobilize supplies and personnel and to provide routine shipments of food and other camp supplies during field execution. As snow often falls in September, shortening the field season, Ahtna worked two shifts daily to maximize productivity during the long Alaskan summer days to complete the work ahead of schedule and within one field season.

Without airstrips to land an airplane, helicopters are another frequently used option in Alaska, which was the case for a drum removal performed at Davidson's Landing, a Formerly Used Defense Site located on the Seward Peninsula. The terrain at Davidson's Landing is characterized by continuous permafrost. During the summer, shallow and poorly drained soils cause a wet marsh environment. Executing a drum removal action with no means to land an airplane, nor any road access, required the use of helicopters. Field personnel were transported daily to Davidson's by helicopter from Nome, which is 45 minutes away. Gear and equipment were slung by helicopter to the site. Upon project completion, Supersacks containing the removed drums were slung offsite by a helicopter and disposed of in Nome. Tide schedules also can be critical for planning. Mobilizing to project sites with tide charts in hand and maintaining constant communication with logistics suppliers is essential to keep fieldwork progressing. At Biorka Island, Alaska, Ahtna performed a multi-phase remedial investigation and removal action project. The schedule was developed based on favorable tides so that logistics suppliers could deliver materials and supplies and transport the excavated contaminated soils. Barges were used during high tides and landing craft during low tides. For a performance-based remedial action to remove petroleum-contaminated soil at five Federal Scout Armories in Western Alaska, the contract objective was to obtain an Alaska Department of Environmental Conservation "Cleanup Complete" determination and return the sites to an unrestricted land use scenario. The Alaska Army National Guard's federal program goal under the National Guard Bureau was to divest the properties back to the villages, thus no institutional controls or property use restrictions could remain. By 2010, the village of Ambler, home to one of the

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who used his knowledge to develop an automated data analysis tool for our logisticians," said Marsha Bailey, director of the AMCOM Logistics Center's Utility Helicopter Directorate. "This is just one of the benefits of having logistics engineers work side by side with us. They know the engineering side and they can apply their expertise to the needs of the logistician."

In addition to working with the logisticians to identify problems, logistics engineers must be able to work with the systems engineering team to identify how their design decisions impact a system's life-cycle sustainment costs. Logistics engineers work to reduce the sustainment burden by analyzing support structures for each system design and selecting those that emphasize reduced manpower requirements, modularity, reliability and use of existing tools and facilities. Good communication skills are also vital for logistics engineers to avalidate a process into products or systems. "Logisticians and engineers are not wired the same way," Chronister said. "Logistics engineers have to be good communicators and be that consensus builder with their people skills and credibility."

RECENT SUCCESSES

The program has generated a number of cost-effective solutions. For example, the Black Hawk Project Office found that having an engineer working with their logistics team improved the integration of the engineering and logistics capabilities and helped them better execute their mission.

Recently the logistics engineering team provided a break-even analysis on the UH-60 main rotor hub. The issue was whether purchasing new rotor hubs was more cost-effective than overhauling the existing obsolete ones. The team compared the life-cycle costs, and determined it would be more expensive in the immediate future to buy new hubs. After five years, however, the model indicated that the cost of buying new hubs would break even with the cost of overhauling the obsolete hubs. After 12 years, overhauling the obsolete hubs proved to be $11.51 million more costly.

Logistics engineers have also helped the UH-60 program reduce sustainment costs through the implementation of new technologies, including cold spray, a method of suspending metals or other materials in gas, then spraying the gas on damaged machine parts at supersonic speeds, reducing repair times.

The UH-60 logistics engineering team lead chaired an integrated product team (IPT) to transition new cold spray repair technology to aviation components. A transmission sump pan, a component of the gearbox housing, was chosen from the salvage yard as the test component. The team sprayed, tested and qualified the pan with an immediate cost avoidance of roughly $17,000. The sump pan would have been disposed of if not for the work of the IPT.

The fallout rate for the transmission sump alone is roughly four per year, which translates to a cost avoidance of about $68,000 annually with the cold spray technology. The repair techniques identified in this test will be applied in the future to components experiencing similar damage and, if applied to the other gearbox housing components, this technology could achieve a savings of $3.5 million. Earlier this year, AMRDEC's Fernando "Rios" Merritt, the Black Hawk logistics engineering team lead, won a Defense Manufacturing Technology Achievement Award for his work to integrate cold spray technology into Army systems.

STEADY GROWTH SUPPORTING SOLDIERS

Since its inception, the logistics engineering program has grown steadily, from two engineers supporting the Black Hawk program in 2009 to 19 engineers supporting 12 organizations today, including the Chinook, Lakota and Apache helicopter programs, close combat weapon systems and unmanned aircraft systems. "Much of the success goes to the first two logistics engineers, Merritt and Chad Reeves, and the immediate impact they made in the first pilot of this capability in the Black Hawk Project Office," said Lou Sciaroni, AMRDEC Logistics Engineering Branch Chief. "However, each of the successive team members has continued this line of excellence and through their efforts has helped the team evolve to where it is today."

"The logistics engineering program here at AMRDEC is unique because we are supporting the warfighter in a very real way," said Merritt. "A lot of times you don't see the fruits of your labor, but when technical solutions are made on behalf of the Soldier, you know your team has a direct impact on whether that Soldier has everything he or she needs to continue and complete their mission."

CONCLUSION

AMRDEC logistics engineers help reduce life-cycle costs, enhance operational capability and optimize support infrastructure through their impact on design and logistics efforts. Their knowledge helps technicians, logisticians and other engineers to take advantage of new capabilities and incorporate them into their processes.

"The program is growing, and AMRDEC logistics engineers will continue to impact the life-cycle costs of Army weapon systems, and ultimately the warfighter, through their engineering efforts and their focus on improving supportability," said Sciaroni.

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armories, had endured low water in the river for the previous seven years, preventing the use of barges, which is the typical means to transport in fuel and cargo. In addition, during the spring thaw, ice jams form on the lower river, making barge entry impossible. Site access by air also was not possible, since the existing gravel airstrip was too small to accommodate C-130 cargo planes. To execute a removal action required strategically freezing a barge in place during the previous winter at an upstream location from where the ice jams form. This allowed the barge to proceed unhindered to retrieve and transport excavated soils down river as the upriver waters receded and the ice jam at the lower river near the Kotzebue Sound dissipated into the Bering Sea.

Addressing Wildlife security

Wildlife security is a serious consideration while performing work in Alaska, specifically bear safety. Bear spray is always a part of safety supplies. A Certified Bear Guard, the assignment of one field staff to monitor for bear activity during fieldwork, and the use of portable electric fences also are effective ways to protect sites against bear intrusions. Brooks Camp, part of Katmai National Park, is frequented by bear-goers from around the world.

Bear tracks are evident in the concrete casing of a newly installed groundwater monitoring well at Katmai National Park. Wildlife security is a serious consideration while performing work in Alaska.

All visitors are required to attend a bear awareness class to ensure safety. In 2009, bears were found digging holes on the beach, and with further investigation, a distinct odor of petroleum was detected and later confirmed as such. Several steps were necessary to perform soil excavation safely, including project members taking the mandatory bear awareness class and an electric fence installed around the stockpile of excavated contaminated soil to prevent bears from tampering with the material. At another location within Brooks Camp where sampling was performed, one field staffer was assigned to watch for any bears wandering into and around the site during drilling activities. Even with this precaution, some work was compromised. Bear tracks were evident in the concrete castings of newly installed wells and a few well monuments had been dislodged by bears digging and pawing at the wells.

Proactive Management

Specialized training and upfront planning can prepare staff for complex Alaska field conditions. Delayed Care First Aid training for instance provides staff with the knowledge to handle medical emergencies in locations where the field team would not be able to obtain medical help for at least a couple of days. An emergency medical evacuation plan should always be in place. To effectively manage cost, field managers are best delegated the authority to make decisions, especially with time-sensitive operations. Project delays in remote locations can result in as much as $50,000 per day in additional logistics costs. Communication and flexibility is vital. What may be known regarding a site one day can completely change the next. Developing a strong knowledge base of regional conditions and logistics suppliers who understand the environmental and infrastructure challenges can make all the difference in successfully navigating the Last Frontier, and delivering projects on time and on budget.

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CLEP's Scholarship Program

CLEP's Scholarship Program was established in 2010 to provide financial support to students who demonstrate promise in their academic and professional Logistics Engineering accomplishments, and to provide CLEP Members and their families resources to help off-set tuition in times of financial need.

The Keith McClendon Scholarship

The Keith McClendon Scholarship in named in memory of Mr. Keith McClendon. Keith was employed with the US Army Materiel Command – Logistics Support Activity (LOGSA) in Huntsville, Alabama. His contributions to Logistics Support Activity (LOGSA) and to the Council of Logistics Engineering Professionals (CLEP) were numerous and unselfishly given.

THE KEITH McCLENDON SCHOLARSHIP APPLICATION IS NOW AVAILABLE
The following submission deadlines are:

- Summer Term – April 1st
- Fall Term – July 1st
- Winter Term – November 1st

Please send your request for the 2016 CLEP Keith McClendon Scholarship application to CLEP's Vice President, Education, Mr. Lincoln Hallen, at **education@logisticsengineers.org**. All applications must be requested via this email process in order to be considered. Applicants will receive instructions and application in MS Word (TM) format within 2 days of your request. Applications must be submitted in accordance with the application instructions not later than the submission deadlines above.

New DoD Risk, Issue, and Opportunity Management Guide for Defense Acquisition Programs

Risk Management is one of those foundational activities that is vitally important, ubiquitous, and spans the system acquisition process, encompassing every functional community in the process. To enhance workforce knowledge and improve implementation across the department, the Office of the Deputy Assistant Secretary of Defense for Systems Engineering recently issued a new June 2015 "Department of Defense Risk, Issue, and Opportunity Management Guide for Defense Acquisition Programs."

As the guide itself states,

"the Department recognizes a significant relationship between effective risk management and program success….Department of Defense Instruction (DoDI) 5000.02, Operation of the Defense Acquisition System, requires program managers (PM) to implement effective risk management, noting "the goal is to both mitigate risks and create opportunities for technology development outcomes that could have a positive impact on meeting performance objectives as well as thresholds.

In 2015, the Under Secretary of Defense for Acquisition, Technology, and Logistics emphasized risk management as a focus of the DoD Better Buying Power initiative: Risk management is an endeavor that begins with requirements formulation and assessment, includes the planning and conducting of a technical risk reduction phase if needed, and strongly influences the structure of the development and test activities. Active risk management requires investment based on identification of where to best deploy scarce resources for the greatest impact on the program's risk profile. PMs and staff should shape and control risk, not just observe progress and react to risks that are realized. Anticipating possible adverse events, evaluating probabilities of occurrence, understanding cost and schedule impacts, and deciding to take cost effective steps ahead of time to limit their impact if they occur is the essence of effective risk management. ***Risk management should occur throughout the lifecycle of the program and strategies should be adjusted as the risk profile changes*** (emphasis added)."

Encourage all life cycle logisticians and product support managers to take the time to read through this important new guidebook, and take the time to consider how best the processes and procedures outlined therein can be systematically applied to your own programs.

DAU also offers a number of learning assets that address risk management, many of which are in the process of being updated to reflect the contents of the updated guidebook. Just a few of DAU risk management learning assets include:

- CLB 024 Cost Risk Analysis Introduction
- CLM 017 Risk Management
- Risk Management Framework (RMF) for DoD Information Technology (IT) ACQuipedia Article
- Risk Assessment ACQuipedia Article

New Mobile Version of DAU Supply Chain Management Training

The DAU Life Cycle Logistics team is pleased to announce the deployment of an updated CLL 037 Supply Chain Management continuous learning module. Developed and updated in coordination with the Office of the Deputy Assistant Secretary of Defense for Supply Chain Integration (SCI), this module provides workforce members an overview of Supply Chain Management within the Department of Defense, as well as assisting them in identifying and recognizing key characteristics of DoD Supply Chain Management (SCM) fundamentals and effective/efficient supply chains.
This latest updated version of CLL 037 is available on your computer via ATLAS, as well as a mobile version accessible on your mobile device. To access the latter version simply go to http://www.dau.mil/mobile, choose "Training and Education," then scroll down to "CLL 037, DoD Supply Chain Fundamentals."
In addition to CLL 037, DAU offers extensive supply chain management resources. Related learning assets available include:

- Life Cycle Logistics Training Courses
  - LOG 101 Acquisition Logistics Fundamentals
  - LOG 102 Fundamentals of System Sustainment Management
  - LOG 206 Intermediate Systems Sustainment Management
  - LOG 235 Performance Based Logistics
  - LOG 340 Life Cycle Product Support
- Continuous Learning Modules
  - CLL 002 DLA Support To the PM
  - CLL 013 DoD Packaging
  - CLL 017 Introduction to Defense Distribution
  - CLL 018 Joint Deployment Distribution Operations Center
  - CLL 032 Preventing Counterfeit Parts from Entering the DoD Supply System
  - CLL 038 Provisioning & Cataloging
  - CLL 045 Designing for Transportability
  - CLL 062 Counterfeit Prevention Awareness
  - CLL 201-201 Diminishing Manufacturing Sources & Material Shortages (DMSMS) (five modules)
  - CLM 200 Item Unique Identification (IUID)
  - CLM 201 Serialized Item Management (SIM)
- ACQuipedia Articles
  - Supply Chain Management (SCM)
  - Supply Classes (Classes of Supply)
  - Cataloging
  - Primary Inventory Control Activity (PICA) and Secondary Inventory Control Activity (SICA)
  - Counterfeit Parts
  - RFID - Radio Frequency Identification
  - RFID - Tagging Principles
  - Item Unique Identification (IUID)
  - Lead-Free Electronics
  - Readiness Based Sparing (RBS)
  - Supply Support Integrated Product Support Element
- WSL 002 "Provisioning Management" Mission Assistance Workshops"
- LOG CoP Supply Support IPS Element Site
- LOG CoP Supply Chain Management Site
- Product Support Implementation Roadmap
- Product Support Analytical Tools Database

TEN YEARS LATER, MARINES REMEMBER HURRICANE KATRINA RELIEF EFFORTS

By Sgt. Melissa Karnath, Defense Media Activity

GULFPORT, Miss. -- The coastline of southern Mississippi was lined with large, historic houses with lush green yards and tall palm trees. Families had owned houses along the coast for many decades, each with a front walkway and stairs leading to their grand house. There was a charm about the area.

Ten years after Hurricane Katrina devastated the area Aug. 29-30, 2005, the coastline is lined with empty lots open for sale. The lots have an overgrown front walkway with worn stairs leading to a slab where a grand house once stood. The coastline has been altered forever.

Staged in a building dubbed the "round house" at Naval Construction Battalion Center, Gulfport, Mississippi, a reaction team of six Marines and two sailors awaited for the mission to help others using amphibious tractors as Hurricane Katrina approached the Gulf Coast late at night Aug. 28, 2005.

"We'd peak out every once in a while and saw cars being rocked and windows being blown out," said Master Sgt. Shannon Sweeney, operations chief, ordnance officer and Inspector-Instructor for Combat Logistics Battalion 451. "We could see the commissary; the hurricane was tearing it up. That is when I realized 'this is no joke.'"

Sweeney, who was a staff sergeant at Naval Construction Battalion Center working as the armorer for the I-I staff during Hurricane Katrina, had just moved to Mississippi. She was part of the base reaction team for disasters during Hurricane Irene earlier in August 2005. The reaction team had just sat around and wasn't called to assist during Irene.

As conditions worsened during Katrina, the reaction team became anxious to assist the community.

"I talked with the base commander about what the AMTRACs were capable of," said Chief Warrant Officer 4 Jerod Murphy, assistant ordnance officer for the 1st Marine Division. "The base was somehow receiving information from the police department that civilians were in distress. The base commander gave us keys to the Pass Road Gate, so we left out the gate, locked it behind us and headed toward the Biloxi, [Mississippi] Police Department."

AMTRACs are amphibious vehicles with tank-like tracks, making the vehicles able to maneuver over debris, according to Murphy.

During the late hours of Aug. 28, 2005, the reaction team, led by Murphy, a staff sergeant serving as the maintenance chief for the AMTRACs at the time of Hurricane Katrina, headed into the pitch-black night. The team was guided by the headlights from their two AMTRACs with only communication devices. The team navigated their way down the road toward the Biloxi Police Department.

"Just driving down Pass Road was a surreal environment," said Murphy. "The road was empty with very few people. The rain [and] wind was insane. Every traffic signal was flip-flopping all over the place. It was pretty intense."

Navigating their way over downed power lines, broken gas lines and guessing where the street was buried under the gathering debris, the team found their way to the police department. The leaders of the team met with the police and headed to neighborhoods in the east side of the city that were in bad shape. The streets were impassable for all vehicles, except the AMTRACs.

"We started looking for folks," said Murphy. "We found a bunch of folks in a Buddhist temple trying not to float away, so we packed our vehicles full of those folks. We made a couple trips back to get everyone out and took all the folks to a relief center in the city. We swept the city as much as we could trying to ensure everyone who needed rescuing was rescued."

Murphy's team, which worked into the early hours of Aug. 29, was the only asset in the area capable of rescuing the local citizens at the time of the hurricane. Before heading out on another mission, the team was able to sleep for two to three hours while the hurricane still raged.

"The waves came in approximately a quarter of a mile and rose to 35 feet high at times," said Sweeney. "You just couldn't imagine that wind and water could take houses away. Some structures were still standing, while others were completely demolished. It was weird to see the houses turned to rubble. The wind was probably blowing 70-100 miles per hour."

The team navigated their way to the Armed Forces Retirement Home in Gulfport where some residents had fallen down the stairs retreating to the higher floors to escape the water. The injured veterans were evacuated to the hospital for medical attention. This was the same veteran's home Murphy visited regularly to share meals with Marine veterans, particularly his friend John Morash Sr., a retired Marine veteran. The home was so heavily damaged from the hurricane that in 2010, a brand new, larger complex opened on the same property and is now home to hundreds of veterans.

"When one of the older men got out of the AMTRAC at the hospital he was so excited and said, 'I had always wanted to ride on an AMTRAC; I just didn't think it would be under these circumstances,'" said Murphy. "The veterans were extremely grateful. The commissary had been unlocked for us, so we took them water and whatever we could carry."

The team moved westward to the city of Pass Christian to transport the police chief and fire chief downtown to make an assessment of the

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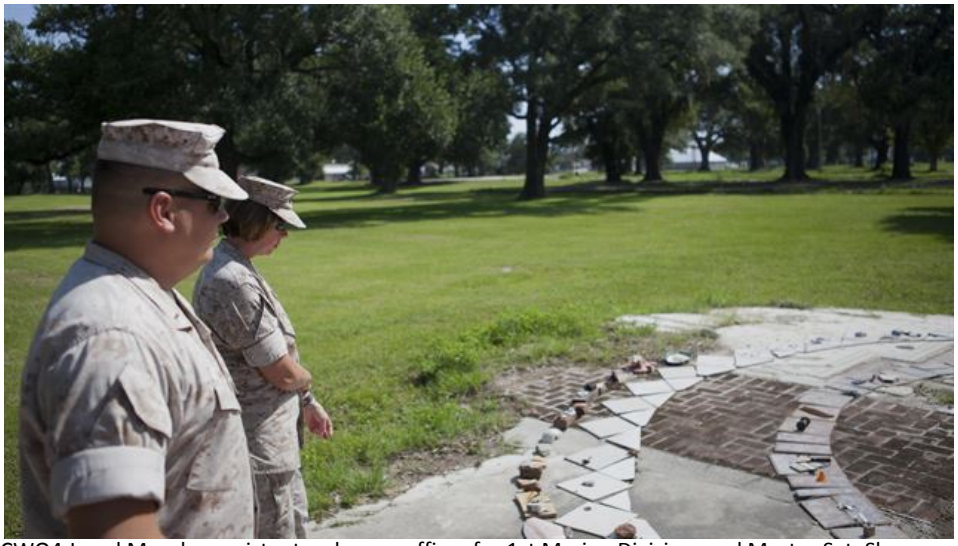

CWO4 Jerod Murphy, assistant ordnance officer for 1st Marine Division, and Master Sgt. Shannon Sweeney, operations chief, ordnance officer and Inspector-Instructor for Combat Logistics Battalion 451, look at a make-shift memorial at what appears to be a former fountain in Biloxi, Miss., Aug. 12, 2015. Murphy and Sweeney were part of a team of Marines and sailors who rescued more than 200 people during and after Hurricane Katrina, August 2005.

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people who needed rescuing. The destruction of the storm was so bad that there was no way to get to a senior living complex on the shoreline from land. The team went behind the complex and made an amphibious landing up on the beach.

"The entire first floor of the complex was gone, "said Murphy. "We picked up anyone we saw and got them out of there."

Today, the senior living complex still stands but is a skeleton of a building and sits on the shoreline in ruin. The complex overlooks the ruins of a lonely neighborhood without houses or families, but piles of bricks and rubble can still be seen through the grassy fields lined by broken sidewalks where a family once lived.

During the first 48 hours, the reaction team was credited with rescuing 202 people. The fourth day after the hurricane, the team was reassigned to assist the people of Louisiana.

"After speaking with leadership of the Federal Emergency Management Agency personnel located at the John C. Stennis Space Center, we were assigned a mission to help search and rescue teams in Louisiana," said Murphy. "The teams had cadaver dogs and we joined them on foot to recover human remains."

As the days past, residents made their way back to their homes. Some residents came back to a slab, a pile of rubble or a damaged house

"A few days later when people were allowed to come back and were trying to look for their stuff, that was probably the worst, "said Sweeney. "Some people came back to nothing. I would not know what to do if I lost pictures because you can't get them back."

Marines and sailors of a reaction team from Naval Construction Battalion Center observe a resident searching through the ruins of a neighborhood in Waveland, Mississippi after the devastation of Hurricane Katrina in late August 2005. The reaction team was credited with the rescue of more than 200 people. (Courtesy Photo)

The smells left during the days, weeks and months following Katrina became strong, amplified by the heat and humidity of the South's summer weather.

"The smells of the hurricane are some of the strongest memories because everything rotted," said Jean Sammons, lead disaster case manager of Fleet and Family Support Center at Naval Construction Battalion Center, Gulfport, and was a volunteer at the FFSC in August 2005. "We have barrier islands off the coast. Those islands were full of wildlife that all washed off and drowned and now they are embedded in our debris. We had a marine life park; a lot of those animals were also washed ashore. There's no garbage service; because there is no way to get the trucks in, so there is no outgoing debris."

After returning from missions, the reaction team had a hose hooked up to provide cold water showers.

"It was nasty coming back from missions," said Murphy. "We were walking through some hazardous material. You were covered in mud and who knows what. There were caskets that floated up during the storm. The days following the storm we were walking through thick muck that came up to our waists at times."

Insurance for homeowners has changed since Katrina, specifically in Mississippi. Most people can't rebuild their houses because they can't get insurance. Many people still own the land where their house once stood, but without insurance they would risk everything.

Today the neighborhoods near the coast have very few houses. The houses that are built are elevated off the ground. Most neighborhoods are desolate with neglected streets, run down sidewalks, and crumbling front walks and stairs leading to lonely overgrown grass fields. Yet, the area is clear of debris with residents living life as normal and tourists enjoying the culture of the southern Mississippi coast.

"Everybody did a great job taking care of each other here in Mississippi," said Sammons. "I'm proud that we didn't lose one person attached to the installation. The loss of life was zero, which is remarkable considering what happened."

Marines and sailors of a reaction team from Naval Construction Battalion Center ride in amphibious tractors through the ruins of neighborhoods in Southern Mississippi after the devastation of Hurricane Katrina in late August 2005. The reaction team was credited with the rescue of more than 200 people. (Courtesy Photo)

The CECOM Logistics and Readiness Center (LRC) Mentoring Program

By Tracey Suebsingh, CECOM LRC

One of the big initiatives within the Logistics and Readiness Center (LRC) is to train and develop the members of the workforce. Mr. Lane Collie, LRC director, has been committed to developing the LRC since taking over leadership within the Center. The LRC senior leaders have also taken an interest and are very involved in the implementation of this program.

The Mentoring Program quickly became a main concern to ensure the success of the organization for the future. Mentorship is a powerful tool for personal and professional development. The relationship can improve technical competence, leadership skills, self awareness and morale for the employee. Both parties in the mentoring relationship have significant responsibilities to make sure the process is effective. The mentors dedicate their time and energy to build a relationship with their mentees. They come prepared to listen actively and intently and making themselves available when needed by the mentee either by email or phone.

They also provide open and honest feedback to the mentees. The mentee has the benefit of working with a senior leader to improve upon any skill gaps or challenges they have in their career. At times the mentee may just want to bounce ideas off the mentor. The mentee should be prepared for the mentor to provide candid feedback in the sessions to assist with development. A mentee should also be open and honest with the mentor and have a willingness to try new things. The mentee must be receptive to the mentors feedback and suggestions in order to make some changes. If either individual is not committed to the relationship, it will never work out effectively.

The LRC has rolled out a Mentoring Program for supervisors. The overall goal of the program is to guide and coach the leaders of the future. Mentoring promotes a working relationship in which a more experienced professional guides and coaches a less experienced employee. The act of mentoring is a flexible and fluid face-to-face process that requires commitment and dedication from both the mentor and mentee. The relationship is based on trusting one another. Mentoring builds confidence and encourages the individual to grow beyond the usual expectations.

A team of senior leaders were brought together to define the Mentoring Program, scope and set the expectations for the program. The roles and responsibilities of both the mentor and the mentee were clearly defined by the team to avoid any confusion that may exist with the chain of command. Each senior leader made a commitment to mentor a supervisor outside of the chain of command. The group continues to meet on a bimonthly basis to discuss the status of the program and make enhancements for the program going forward.

LRC senior leaders attended vendor training sessions to gain insight on how to be a successful mentor. Following the training, the mentors began reaching out to their mentees to begin the process. Mentoring training and coaching was required for all the mentors in the program. In addition to the vendor training, a select team of supervisors conducted roundtable sessions to provide tools to assist with training new mentors due to the expansion of the program to the junior workforce.

The sessions were beneficial to everyone in attendance as each person has different experiences and ideas to bring to the table. All of the mentors were trained to assist with the process being standardized across the center. The mentors and mentees set their expectations for the relationship during their initial meeting. The initial meeting will allow both individuals time to get to know one another and break the ice. The mentor will ask questions to develop an Individual Development Action Plan and Mentorship Agreements.

After these documents have been created and the initial dialogue has occurred, monthly meetings will occur going forward. The mentor will also be available by phone or email anytime the mentee feels the need to reach out. The mentor will continue to monitor the progress and make adjustments of both the Individual Development Action plan and the Mentorship Agreement going forward. The LRC currently has approximately 45 mentors in the program and 105 mentees. A survey will be going out to the workforce soon to seek out additional candidates with interest in the program.

Membership Matters - CLEP's Washington Area Chapter

It's been said that there is a professional association for almost everything you do. You can find an association for nearly any industry, profession, specialty or trade in most metropolitan area of our country…and even the world. And these organizations perform various roles, such as providing public-relations liaison to the media, maintaining professional standards, establishing a vision for the future of their profession or industry, and a valuable opportunity to meet other persons in your community with the same interests as yourself, e.g., the opportunity to network and to build long-lasting professional relationships. In this, CLEP is not so much different from any other professional association.

But why be a member and why attend local meetings? CLEP meetings and gatherings can be a great conduit for inside information, overall trends and new developments, including the latest scoop on job opportunities -- but you must be a member. If you're not already a member of CLEP, or if you're interested in forming/establishing a chapter in your local area, simply drop an email to any of the CLEP Board of Officers members and they will be happy to assist you.

The Washington Chapter held its regularly scheduled meeting on July 22nd at the corporate headquarters of DWBH Corp. in McLean, VA. Our guest speaker that evening was Mr. John Sofia, Director of Naval Sea Systems Command's Commonality Program. The Commonality Program focuses on developing long term Commonality "Cost of Change" strategies within NAVSEA and reducing Total Ownership Cost by reducing variation of Navy systems, sub-systems and components, thereby driving cost out of specifications and standards and, thereby improving Product Support and decreasing logistics support costs.

Mr. Sofia concluded his presentation with explaining NAVSEA's way ahead with the Commonality Program. He stated that NAVSEA will continue to define "Costs of Change" opportunities with stakeholders and to solicit ideas from manufacturers. Furthermore, he stated that the Commonality Program will continue to focus on strategies to ensure commonality implementation grows within NAVSEA, PEOs and the Naval Enterprise.

The next meeting of the Washington Chapter will be held on September 23rd at DWBH Corp. in McLean, VA. Our guest speaker for the meeting will be Mr. Scot Motquin. Scot is the Policy & Standards Lead at the US Army Materiel Command-Logistics Support Activity, Redstone Arsenal - Huntsville, AL. Mr. Motquin will provide an overview and discuss the application and use of the GEIA-STD-0007 and GEIA HDBK-0007 (Standard and Handbook for Logistics Product Data), TA-STD-0017 and MIL-HDBK-502A (Product Support Analysis Standard and Handbook).

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HOW CAN WE BETTER SERVE YOU?

As we continually strive to meet the requirements and of our Logistics Community, we need to hear from you concerning what you would like to see CLEP accomplish in the future to better serve you.

Do you have a need for workshops on particular subjects, job assistance, or filling job requirements on a program within your organization? We can help. Contact us by email, phone, or stop by our web site at *http://logisticsengineers.org* and let us know how we can assist or serve you better.

We also need your help. As we have begun our new program year, we need volunteers to serve on our committees. If you have a talent in a particular area and would like to participate on a committee, please contact us.

If you would like to submit an article for our newsletter, please contact Bill Horne (communications@logisticsengineers.org).

Join the Conversation, Discussion and Networking at:
http://www.linkedin.com/groups?gid=1358457&trk=hb_side_g

CLEP Information

The Council of Logistics Engineering Professionals is a professional organization composed of individuals devoted to enhancing logistics technology, education, and management. For membership information or if you are interested in starting a Chapter in your area, contact Scott Juneac (membership@logisticsengineers.org) or Bill Horne (bhorne1@cox.net).