



Newsletter of the Council of Logistics Engineering Professionals



July 2009

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From the President:

It seems the CLEP website is getting more and more attention. Recently two students have contacted the Council of Logistics Engineering Professionals based on Internet searches. The first is a student at the University of Portsmouth in the UK. He is currently completing his final dissertation for an MSc in Integrated Logistics Support. He contacted us through the "Ask the Experts" section of our website. See our website for more details on this aspect of our organization. The questions posed by this student are presented in this edition of our newsletter under the "Ask the Experts" heading.

The second student is from New York. She is a high school student involved in a group project. She posed a series of questions dealing with careers in the area of Logistics Engineering. These questions caused me to reflect on what my career in Logistics means to me.

I'm sure many of you in the field have had your children and others ask a question similar to one I've heard a number of times; "Dad, tell me again, what do you do?" Systems engineering is not an easy career to define. It's not like being a fireman or an accountant. This career is quite specialized and definitely different. One simple answer, but not easily understood by the layman, is that a logistic engineer helps design a support system for newly designed or modified hardware. But to really explain what I do requires more detail, I provided the following answer:

The discipline of logistics engineering concerns itself with logistics as it relates to engineering activities rather than another big logistics discipline that I call "business or supply logistics". By contrast, "business or supply logistics" is concerned largely with the movement of men, machines and materials. Sometimes this is described as ensuring the right thing is in the right place at the right time. Supply and distribution is a big part of business logistics. Logistics engineering on the other hand is more concerned with "designing" a logistics support subsystem when a new piece of equipment is being developed and working with all members of the design team to improve the entire system: as used here, a system is a piece of equipment, software, people, facilities, information, materials, etc. After the manufacturing and fielding of equipment, logistics engineers play an important part in continuously monitoring and managing the support subsystem associated with the hardware and recommending improvements throughout its life cycle.

Logistics engineering is an integral part of the overall system design process, responsible for participating in ALL aspects of system design, and throughout the entire life cycle of a given system (from inception through retirement and material recycling/disposal). Logistics engineering should be accomplished within the overall engineering process along with other

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Meeting Minutes from the Board of Officers Meeting Report – June 20, 2009

The meeting was held by a telephone conference call on Tuesday, 30 June 2009 with a call to order by the President at 7:00 PM, Eastern Time.

1. Roll Call:

Present:

- Jim Martin, President
- Bill Horne, Past President/ VP Programs
- Linc Hallen, VP Operations
- Dan DiDomenico, VP Communications
- Vic Poillucci, VP Administration
- Ben Blanchard, Advisory Committee
- Lou Sciaroni, Advisory Committee
- Roy Beauchamp, Advisory Committee
- Bob Stein, Advisory Committee
- Jan Hall, Advisory Committee

Absent:

- B.J. Silvey, VP Finance (Excused)
 - Mike Connor, VP Membership (Excused)
 - Mike Osborne, VP Education (Excused)
 - Steve Rodock, Webmaster
2. Motion made and seconded to accept the May Meeting Minutes as presented – motion carried.
3. Outstanding action items from the May meeting were read. No report on open actions of Webmaster.
4. Report from Officers
- President, Jim Martin
 - Mr. Martin discussed the availability of the ALTech office staff support for

Continued on Page 10 --

Calendar of Events

Upcoming Events

ASNE Naval Logistics Symposium 2009, 20-22 July 2009, Crystal Gateway Marriott, Arlington, VA, <http://www.navalengineers.org/Events/NL09/Logistics.html>

WBR Performance Based Logistics, July 27-29, 2009, The Westin Alexandria – Alexandria, VA, www.pblusa.com

NDTA Forum & Expo, September 19-23 2009, Nashville, TN, <http://www.ndtahq.com/forum.htm>

DMSMS & Standardization Conference 2009, September 21-24, 2009, Rosen Centre Hotel, Orlando, Florida 32819, <http://dmsms2009.com/>

ASNE Fleet Maintenance & Modernization Symposium 2009, September 29 - October 1, 2009, Town & Country Hotel, San Diego, CA

2009 LOA National Conference, October 12-15 2009 Rio Hotel, Las Vegas, <http://www.eshow2000.com/loanc/2009/>

NDIA 12th Annual Systems Engineering Conference, Oct 26-29 2009, Hyatt Regency Mission Bay, San Diego, CA http://www.ndia.org/events/0870/Pages/0870_12thAnnualSystemsEngineeringConference.aspx

WBR Defense Logistics, December 1-4, 2009, The Marriott Crystal Gateway – Arlington, VA, www.defenselog.com

WBR Soldier Tech US, February 2-4, 2010, Location TBD, www.soldiertechologyus.com

Fifth Annual Secretary of Defense Performance-Based Logistics Award

PBL is a key DoD strategy to improve weapon system readiness to enhance PBL awareness and encourage excellence, the Department instituted the inaugural PBL awards in 2005. The POC for this program is Mr. Tony Stampone, ADUSD (Materiel Readiness) and he can be reached at Anthony.stampone@osd.mil. Award nominations are due July 1, 2009.

<http://www.dau.mil/docs/PBL.pdf>

From the President - Continued from page 1

appropriate design disciplines.

Logistics engineering includes activities associated with systems engineering and other elements of logistics. The systems engineering aspect of logistics deals with the following:

- reliability
- maintainability
- system safety
- human factors engineering (the interface between man and machine).
- security
- producibility
- sustainability
- disposability

Logistics engineers help develop requirements and provide planning early in the conceptual phase of a new system. As the concepts evolve into preliminary hardware designs, the logistics engineer performs the above analyses on the emerging design to ensure these aspects are optimized in the system. The design of the hardware is modified to accommodate improvements as required.

The other elements of logistics also result in activities that improve supportability of a hardware system once it is manufactured and fielded. This includes the analysis and development of documentation in the following areas which are sometimes

termed the elements of Integrated Logistic Support or ILS:

- technical data including manuals for operation and maintenance of the new hardware
- spare and repair parts and the associated supply chain
- technical training course development and initial training activities
- planning for operation and support facilities
- logistic support analysis and the resulting documentation (a separate discussion itself associated with maintenance engineering analyses)
- support and test equipment
- manpower and personnel
- packaging, handling, storage and transportation (PHS&T) which are aspects similar to business or supply logistics
- economic feasibility/life-cycle cost
- repair level analyses
- software/computer resources.

I often try to give examples that others outside our profession can relate to.

As a part of a team designing a new car and its related systems, I would be in charge of actions such as those below:

- Ensure it is reliable by having a pedal brake and an emergency brake, for example.

- Make sure it is easy to repair (increase maintainability) by, for example, putting the fuses in an accessible location rather than way up under the dash board.
- Analyze hazardous aspects of the preliminary design to make the new car as safe as possible.
- Write an operator's manual or owner's manual for the car. The maintenance shop would also need a repair manual to diagnose and repair vehicle in at a dealer or garage. A logistician would help write that manual as well.
- What if something breaks and needs to be replaced? Like a spark plug or a tire? A logistics engineer helps identify the correct spare parts and where the inventory should be kept (local auto parts store, dealer/garage, or both). He also develops a "supply chain" system that gets the parts where they need to be. This often requires an international (worldwide) perspective due to the global economy.
- Develop a training course that would help the technician learn details associated with any unique aspects of repairing the car.
- Ensure the car is sustainable

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CLEP's Space Coast Section Awards Scholarship

Ariel Horner of Titusville Florida and a 2009 graduate of Titusville High School, received a scholarship for \$2000 from the Council of Logistics Engineering Professionals – Space Coast Section, in cooperation with the Brevard Community College.

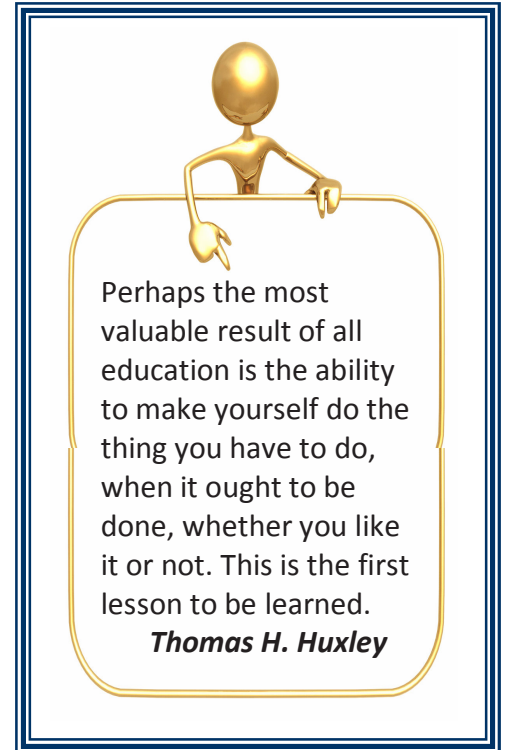
Miss Horner's personal achievements have been numerous during her years at Titusville High School:

- She excelled academically and was as on the President's list
- Recipient of the Regional Science Fair 110% award - Odyssey of the Mind and Regional Science Fair winner
- World Finalist and winner of the Joint Satellite Project with University of Central Florida Engineers
- Recipient of the Society of Women Engineers Award
- Recipient of the Brevard County Medal of Excellence Award

Miss Horner has had a special presence at Titusville High School, demonstrating maturity and leadership qualities to those around her. She stood out as a leader among her peers during her high school academic term where she was the founder and President of the ECO Club, member of the National Honor Society, Secretary of Math Honor Society, Historian of Latin Honor Society, Brass Captain for high school band and served as a mentor for the Jackson Middle School.

Ariel plans to continue her education this fall where she will attend the Brevard Community College and study Engineering.

CLEP extends our most sincere congratulations to Ariel Horner and wish her success as she continues her education.



Perhaps the most valuable result of all education is the ability to make yourself do the thing you have to do, when it ought to be done, whether you like it or not. This is the first lesson to be learned.

Thomas H. Huxley

German Navy Provides Vital Support to BALTOPS

By Mass Communication Specialist 3rd Class Christian T. Martinez, Commander, U.S. Naval Forces Europe-Commander, U.S. Naval Forces Africa/Commander, U.S. 6th Fleet Public Affairs

FGS ELBE, At Sea -- German auxiliary repair ship FGS Elbe (A 511) provides support to more than 40 allied ships participating in Baltic Operations (BALTOPS) exercise.

"This is why you join the Navy, to work in an allied environment," said German Cmdr. Senior Grade Stephen Haisch, commander of Fast Attack Squadron 7. "It's important to train with other nations because we have a lot to teach each other."

Elbe's mission is to support smaller units by providing everything from ammo and fuel to spare parts and technical assistance. Elbe is also armed with a forward supply specialist unit specifically designed for maintenance on engines and weapons systems at sea.

Although Elbe is equipped with the tools that it needs to support its ships, the crew has had a major overhaul and is in the midst of

integrating all new personnel. Elbe's mission will not only help support partner nations, but it will give the new crew a chance to participate in crucial training throughout the duration of BALTOPS.

"We receive the training benefit, but we also get to show our capabilities to the other units, especially other nations' navies," said German Lt. Alexander Wiegleb, duty officer for the command task unit stationed aboard Elbe. "Altogether, it's a great honor for German units to be involved in this multinational maneuver."

BALTOPS is comprised of forces from 12 countries and is the largest multinational naval exercise this year in the Baltic Sea. The exercise aims to improve maritime security in the Baltic Sea through increased interoperability and cooperation among regional allies.



BALTIC SEA (June 10, 2009) The German Navy auxiliary repair ship FGS Elbe (A511) comes alongside the German Navy fast attack craft FGS Nerz (P 6124) during exercise Baltic Operations (BALTOPS). This is the 37th iteration of BALTOPS and is intended to improve interoperability with partner nations by conducting realistic training at sea with the 12 participating nations. (U.S. Navy photo by Mass Communication Specialist 3rd Class Christian T. Martinez/Released)

MARK YOUR CALENDAR AND SAVE THE DATE

The Council of Logistics Engineering Professionals

In Cooperation With

US Army Material Command Logistics Support Activity

Presents

The

2010 Life Cycle Logistics Tools Workshop and Users Group



March 8-11, 2010

Von Braun Center-North Hall

700 Monroe Street
Huntsville, Alabama 35801



Get the latest information on life cycle logistics decision support tools, emerging logistics support concepts, policies and lessons learned.

Users Group Training and Workshop Sessions for:

- SYSPARS: Develops ILS and Supportability Planning Documentation
- PowerLOG-J: Powerful Tool for LSA, LSAR, LMI, GEIA and TM Data
- PFSA: Metrics Tracking & Analysis Tool
- COMPASS: Level of Repair Analysis (LORA) Model
- CASA: Life Cycle Cost Analysis Tool
- CBM: Army Condition Based Maintenance Warehouse

...and more

LOGSA
USAMC Logistics Support Activity

Brains meet Brawn

By Sgt. Judith Carver, Marine Corps Base Quantico VA

You wouldn't use a sledge hammer to fix your refrigerator. Picking the right tool for the right job means understanding both the tool and the job. The Truman National Security Projects visit to Quantico on June 12 familiarized the future decision makers with the tool known as the United States Marine Corps.

The more than 120 Truman fellows who visited included veterans, security workers, policy experts, politically active individuals and community leaders in media and law. TNSP works to provide the skills, knowledge and network to generate an influential force of leaders to improve national security policy.

"It's crucial for political leaders who are going to deploy our armed forces to understand the capabilities and culture of the services," said Rachel Kleinfeld, the CEO and president of the Truman National Security Project. Quantico opened its doors at the Marine Corps University, the marina in Quantico Town and The Basic School. The Truman fellows learned about every rank in the Marine Corps and how the Marine Air Ground Task Force works. At the marina, Master Sgt.

Christopher Blackler and Kevin O'Brian from Raids and Recon at Marine Corps Systems Command put on a Riverine Assault Craft demonstration. And at TBS they had the opportunity to view Marine Corps vehicles, weapons and aircraft, and get a taste of Marine Corps Martial Arts.

"I thought it was important for them to see the ground truth," said Maj. Jeff Landis, the public affairs officer for TBS. "They are being groomed for the strategic level. This helps create a common thread for a decision to have impact at the lowest level."

The most important thing is that they're being groomed to make important decisions in authority, said Landis. They need to truly realize what it takes to win one small war on a tactical level.

The Truman fellows will ultimately be running for office across the country, advising presidential and congressional campaigns, drafting legislation in the halls of Congress, assuming leadership posts in the military, playing key roles in local and national government and working on the front lines of America's homeland security.

"It helps me to gain a perspective about the Marine Corps and our

posture and policy making so we're better informed about how the military conducts itself," said Hamid Khan, an attorney and professor at the University of Colorado Law School. "It's vital [to be here] because not everyone in my position gets the opportunity to experience the military front and center."

"For me, it's trying to get my head around the military. It exposes me to a culture I would like a better understanding of," said Charles London, a freelance writer and author of *One Day the Soldier Came: Voices of Children in War*.

"I've always had an interest in re-thinking how people understand the military," said Kevin Glandon, a fourth-year law school student who previously worked for a U.S. Senator. "Ultimately I think there is a lot that can be done to ensure [the military] has the resources they need."

"We plan to visit the other branches. We would love to come back to Quantico," said Kleinfeld.

For more information about the Truman National Security Project visit, www.trumanproject.org.

Future Combat System (FCS) Program Transitions to Army Brigade Combat Team Modernization

The Under Secretary of Defense for Acquisition, Technology and Logistics issued an acquisition decision memorandum (ADM) today that implements decisions regarding the Future Combat Systems Brigade Combat Team (FCS BCT) program announced by Secretary Robert M. Gates in April. FCS is the Army's largest modernization program. In making decisions for the fiscal 2010 FY10 Gates expressed a specific concern that the portion of

the FCS program to field new manned combat vehicles did not adequately reflect the lessons of counterinsurgency and close quarters combat in Iraq and Afghanistan. He was further troubled by the terms of the current single contract covering the whole FCS effort. The restructuring ordered today addresses these issues.

The ADM released today cancels the Future Combat Systems Brigade Combat Team (FCS BCT)

program and in its place directs the Army to transition to a modernization plan consisting of a number of separate but integrated acquisition programs to meet the secretary's objectives. Those integrated programs include one to spin out the initial increment of the FCS program to seven infantry brigades in the near term and additional programs for information and communications networks,

What Is A Logistics Engineer? -- Part 3 of a Series

By James V. Jones



James V. Jones

The logistics spectrum contains a vast array of individual technical disciplines. Typically, the range of disciplines focus on either acquisition of a system and its support solution or delivery of support to sustain a system during its operational life. Some logisticians are involved with defense related systems while others work with commercial products. These simple facts cause much confusion when starting any discussion about a person's field of endeavor.

The definition presented in Part 2 of this series stated that a Logistics Engineer is a highly skilled technical professional who possesses knowledge gained through training and experience. The range and depth of knowledge required for a person to function as a professional is tremendous.

Here starts a real problem. Where does a logistics engineer get this training and experience? Most professions require a person to complete some schooling before actually starting to work. In logistics this is normally not true. A person starts to work at an entry level position and then expands their knowledge as necessary.

The following illustrations show this difference. A person wanting to pursue a career as a physician must start their education with a basic course from medical school (1) which provides a foundation education required for all physicians. After completing the basic qualification the doctor can specialize in a specific area of medicine, such as oncology, which requires additional education and qualification (2). They can then focus on a specific area or segment such as pediatric oncology (3). Finally, the highly qualified pediatric oncology physician can further specialize in specific diseases (4) and become a leader in its treatment. This educational development method makes sense and would give any patient confidence in the physician's capabilities. Conversely, the entry level person starts working in a specific field of logistics with only the training necessary to do their job (5). As time passes, the person expands their knowledge base through understanding of areas that have an immediate relationship to their primary area (6). The person continues to expand their foundation through experience and individual training courses plus they may expand into other closely related areas (7). Eventually, when the person has worked in the profession for many years, they have accumulated a significant amount on knowledge and experience in several areas along with a knowledge but very little experience of other areas (8). Most will finally be considered a subject matter expert (SME) in a very focused slice of the logistics engineering spectrum. However, they will probably never have a working knowledge or any experience the covers even the most basic foundation of the complete span of the logistics engineering profession.

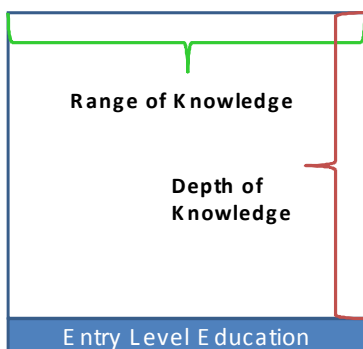


Figure 1

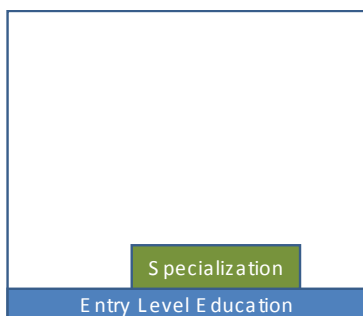


Figure 2

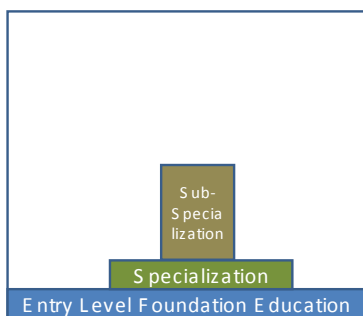


Figure 3

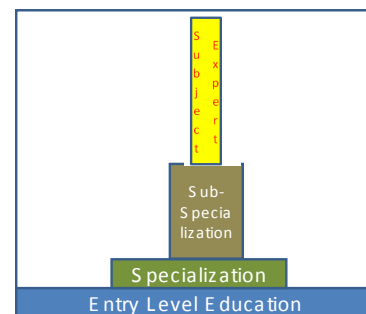


Figure 4

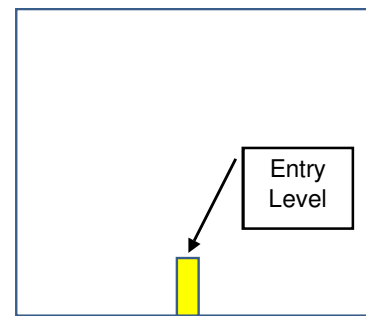


Figure 5

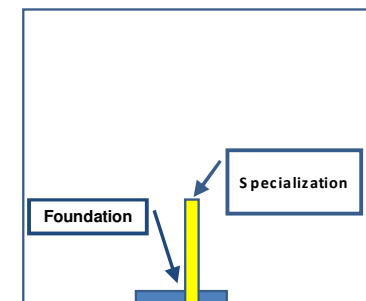


Figure 6

This situation represents one of the fundamental issues about logistics engineering. As a profession,

What is a Logistics Engineer -- Continued from Page 6

we are responsible for training ourselves and all others that work in the profession or areas related to the profession. As a point of interest, I searched Amazon.com for books on “logistics” and got 106,192 hits. A similar search for books on “medical medicine” got 131,494 hits. There are nearly as books available on Amazon.com for logistics as there are for medical medicine. In theory as a logistician should have the same range of knowledge on logistics as a physician has on medicine. I am not sure this is a valid analogy, but it does point out the range of information and knowledge that a logistics engineer may require if they work in the profession.

(to be continued)

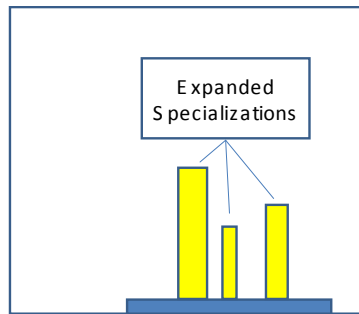


Figure 7

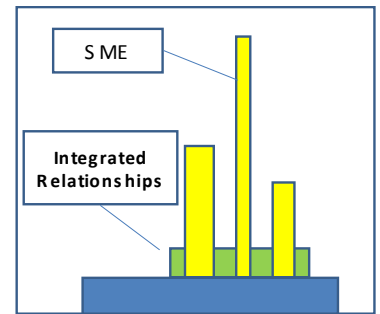


Figure 8

Companion to the LSAR

(Logistics Support Analysis Record)

A complete guide to understanding every data element, data table and summary report

By: James V. Jones

Volume 1 - Data Tables

- Discussion of each Data Table
- Specific usage of the table
- Which data elements are required and which are not
- Value and use of the table
- Tailoring the table

Navigation Chart

A full size wall chart provides a valuable guide to navigation between all LSAR Data Tables. The chart is color coded and easy to read. It shows data flow through the LSAS linking all tables.

Volume 2 - Summary Reports

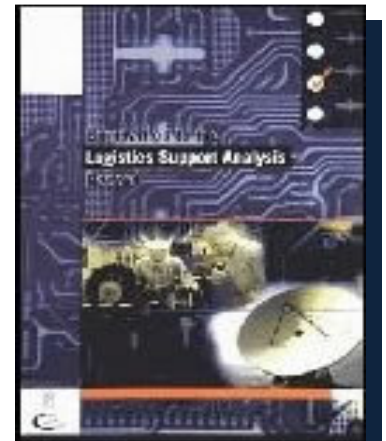
- Discussion of each summary report
- Background and logic of each report
- How and when to use each report
- Useful and useless reports clearly identified

The User's Guide

- How to use the Companion to the LSAR
- Concise explanation of the analysis process creating LSAR data
- How to correctly assign and use LSA Control Numbers
- Many other important tips from the Author's personal experiences

Volumes 3&4 - Data Elements

- Discussion of each Data Element
- One page per data element identifies:
 - Source of the data
 - Use of the data
 - Value of the data element
 - Tailoring guidance
- Identification of data relationships



The Companion to the LSAR is shipped in an attractive hard box for permanent storage

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order@log-mgmt.com



FCS Program – Continued from Page 5

unmanned ground and air vehicles and sensors, and an integration effort aimed at follow-on spinouts to all Army brigades. The ADM also terminates the manned ground vehicle portion of the previous FCS program and directs an assessment with the Marine Corps of joint capability gaps for ground combat vehicles. The assessment will inform new requirements for Army ground combat vehicle modernization, leading to the launch of a new acquisition program in 2010. The termination of the Manned Ground Vehicles portion of the FCS program will negatively impact the Army's ability to develop the Non-Line-of-Sight Cannon (NLOS-C)

independent of the FCS development timeline as required by the Consolidated Security, Disaster Assistance, and Continuing Appropriations Act of 2009. The department is working closely with the Congress to determine the appropriate path forward for the NLOS-C.

The ADM directs the Army to identify the most efficient means to end the manned ground vehicle development effort with the least cost to the taxpayer and to use work already completed in any follow-on ground combat vehicle developmental programs.

The Army's Training and Doctrine Command (TRADOC) has

established a task force to examine critical issues in Army-wide modernization. This modernization task force will lead a comprehensive review of force designs, the BCT modernization plan, network integrated architectures, and ground combat vehicle operational requirements.

"The BCT modernization strategy will yield a versatile mix of BCTs that will leverage mobility, protection, information, and precision fires to conduct effective operations across the spectrum of conflict," said Lt. Gen. Michael Vane, director, Army Capabilities Integration Center, TRADOC.

U.S. Joint Forces Command, U.S. Strategic Command Develop New Partnership

By Susy Dodson, USJFCOM Public Affairs

(NORFOLK, Va) -- The Joint Warfighting Center (JWFC) at U.S. Joint Forces Command (USJFCOM) is partnering with the Joint Exercises and Training Directorate (J7) at U.S. Strategic Command (USSTRATCOM) to develop a program that consolidates integrated air and missile defense training solutions across all military services.

Pat McVay, the director of USSTRATCOM J7, said this partnership, will lead the effort called "All Things Missile" (ATM) to build on their current mission of providing global deterrence capabilities and aligning Defense Department efforts to combat the threat of weapons of mass destruction world wide.

"Right now, we have a somewhat disjointed capability to train multiple mission areas - missile warning, missile defense and feeder missile warnings. Separate capabilities were developed over different periods of time," McVay said.

McVay emphasized that ATM is in the requirements development stage and, at this point, the goal is to identify requirements and establish a program to solidify training capability.

Gregory Knapp, USJFCOM JWFC executive director, said the command will work with USSTRATCOM to define needed operational architecture, training requirements, a solutions process, and modeling and simulation.

"We'll go into... what is actually required to create a distributed training environment to certain training audiences, to train to certain tasks," Knapp said. "In the end what [US]STRATCOM and [US]JFCOM will be able to do will simulate any training audience against the ATM task set and train whenever we need wherever we need."

According to Knapp, ATM is one of several programs for the joint community to undertake.

"It's really the joint integrated level of training, the operational level, where you really stretch end-to-end and the fact that we now have a training environment where we can have a common problem set, simulate a very diverse and distributed [environment] to the training audience allows us to really make sure our end-to-end processes are fully understood and we're ready for any task that comes up," Knapp said.

McVay said the ATM community of interest is on an aggressive timeline. Its next step is to agree on training requirements then move toward technical requirements with a fully operational capability by the summer of 2011.

"We've spent a lot of time developing partnerships with [U.S.] Joint Forces Command, [U.S.] Northern Command, [U.S.] Pacific Command, Missile Defense Agency and all the services," McVay said. "This is important and I think it's going to provide a tremendous capability once we get it done and it's going to have some tremendous operational value."



If you don't have my army supplied, and keep it supplied, we'll eat your mules up, sir.

**Gen William T. Sherman,
USA**

THE HONORABLE ASHTON B. CARTER



Dr. Ashton B. Carter, Under Secretary of Defense for Acquisition, Technology & Logistics

Dr. Ashton B. Carter was sworn in as Under Secretary of Defense for Acquisition, Technology & Logistics on April 27, 2009.

Before assuming this position, Dr. Carter was chair of the International and Global Affairs faculty at Harvard's Kennedy School of Government and Co-Director (with former Secretary of Defense William J. Perry) of the Preventive Defense Project, a research collaboration of Harvard and Stanford Universities. Dr. Carter was also Senior Partner at Global Technology Partners and a member of the Board of Trustees of the MITRE Corporation and the Advisory Boards of MIT's Lincoln Laboratories and the Draper Laboratory. He was a consultant to Goldman, Sachs on international affairs and technology matters. He was a member of the Aspen Strategy Group, the Council on Foreign Relations, the American Physical Society, the International Institute of Strategic Studies, the Advisory Board of the Yale Journal of International Law, and the National Committee on U.S.-China Relations. Dr. Carter was also Co-Chair of the Review Panel on Future Directions for DTRA (Defense Threat Reduction Agency) Missions and Capabilities to Combat Weapons of Mass Destruction, Chair of the National Security Strategy and Policies Expert Working Group of the Congressional Commission on the Strategic Posture of the United States, a member of the National Missile Defense White Team, and a

member of the National Academy of Sciences Committee on International Security and Arms Control.

Dr. Carter served as a member of the Defense Science Board from 1991-1993 and 1997-2001, the Defense Policy Board from 1997-2001, and Secretary of State Condoleezza Rice's International Security Advisory Board from 2006-2008. In 1997, Dr. Carter co-chaired the Catastrophic Terrorism Study Group with former CIA Director John M. Deutch, which urged greater attention to terrorism. From 1998 to 2000, he was deputy to William J. Perry in the North Korea Policy Review and traveled with him to Pyongyang. In 2001-2002, he served on the National Academy of Sciences Committee on Science and Technology for Countering Terrorism and advised on the creation of the Department of Homeland Security.

Dr. Carter was Assistant Secretary of Defense for International Security Policy during President Clinton's first term. His Pentagon responsibilities encompassed: countering weapons of mass destruction worldwide, oversight of the U.S. nuclear arsenal and missile defense programs, the 1994 Nuclear Posture Review, the Counter proliferation Initiative, control over sensitive U.S. exports, chairmanship of NATO's High Level Group, the Nunn-Lugar program resulting in the removal of all nuclear weapons from the territories of Ukraine, Kazakhstan, and Belarus, establishment of defense and intelligence relationships with the countries of the former Soviet Union when the Cold War ended, and participation in the negotiations that led to the deployment of Russian troops as part of the Bosnia Peace Plan Implementation Force.

Dr. Carter was twice awarded the Department of Defense Distinguished Service Medal. For his contributions to intelligence, he

was awarded the Defense Intelligence Medal. In 1987, Dr. Carter was named one of Ten Outstanding Young Americans by the United States Jaycees. He received the American Physical Society's Forum Award for his contributions to physics and public policy. Dr. Carter was elected a Fellow of the American Academy of Arts and Sciences and the American Academy of Diplomacy. From 1990-1993, Dr. Carter was Director of the Center for Science and International Affairs at Harvard University's John F. Kennedy School of Government, and Chairman of the Editorial Board of International Security. Previously, he held positions at the Massachusetts Institute of Technology, the Congressional Office of Technology Assessment, and Rockefeller University.

Dr. Carter received bachelor's degrees in physics and in medieval history from Yale University, summa cum laude, Phi Beta Kappa. He received his doctorate in theoretical physics from Oxford University, where he was a Rhodes Scholar.

In addition to authoring numerous articles, scientific publications, government studies, and Congressional testimonies, Dr. Carter co-edited and co-authored eleven books, including *Keeping the Edge: Managing Defense for the Future* (2001), *Preventive Defense: A New Security Strategy for America* (1997), *Cooperative Denuclearization: From Pledges to Deeds* (1993), *A New Concept of Cooperative Security* (1992), *Beyond Spinoff: Military and Commercial Technologies in a Changing World* (1992), *Soviet Nuclear Fission: Control of the Nuclear Arsenal in a Disintegrating Soviet Union* (1991), *Managing Nuclear Operations* (1987), *Ballistic Missile Defense* (1984), and *Directed Energy Missile Defense in Space* (1984).

Meeting Minutes - Board of Officers June 20, 2009 - *Continued from page 1*

- CLEP.
- Mr. Martin discussed the current relationship with the RMS partnership and that he had released e-mails concerning his discussions with Dr. Vacante and the fact that CLEP will be pursuing establishment as a separate Non-profit 501(c)3 Organization.
- Mr. Martin discussed the Annual RAMS conference (to be held in San Diego, CA in January 2010) and that CLEP has been invited as a participating member. LtGen Beauchamp agreed to coordinate additional research in this area such as costs and revenues. Further discussion on this subject to follow.
- Dr. Ralph L. Harper Jr. proposed as a new member of the CLEP Advisory Committee – unanimous approval.
- Immediate Past President and VP Programs, Bill Horne
 - LOGSA/CLEP Conference - 2010 Planning is underway with dates of March 8-11, 2010. The Von Braun Conference Center has been identified as the facility to host the event.
 - Mr. Horne reported that the 501(c)3 Committee is working hard at furthering the goal of establishing CLEP as a Non-profit 501(c)3 Organization. A target date for completion or near completion of this activity of 1 September 2009 has been established. Further up-dates will be provided.
- VP Operations, Linc Hallen
 - Mr. Hallen reported that he is in the process of updating the Operations Manual and will combine the By Laws provided by Mr. Poillucci.
- VP Admin, Vic Poillucci
 - Mr. Poillucci reported that he had completed the By Laws for the 501(c)3 effort and distributed the results to the Committee for review and comment.
 - Mr. Poillucci is working on the Business Plan for the 501(c)3.
- VP Finance, B.J. Silvey
 - Mr. Silvey was excused and in his absence the President reported a balance of approximately \$10,000 in the CLEP account. This figure will be up-dated upon Mr. Silveys return.
- VP Membership, Mike Connor
Excused - no report
- VP Communications, Dan DiDomenico
 - Mr. DiDomenico received input from Ms. Hall regarding a \$2,000 scholarship award in the name of CLEP for publication in the newsletter.
- VP Education, Mike Osborne
 - Mr. Osborne was excused. There was discussion on his plan for certification and other educational issues. These were tabled until the next meeting.
- Webmaster, Stephen Rodock
 - No report
- 6. Status of Sections:
 - San Diego Section
 - Space Coast Section
 - National Capital Section
 - Phoenix Section – An organizational meeting is planned for July.
 - Huntsville Section – Formal organization is expected soon.
- 7. Other Business:
 - Mr. Martin has received an e-mail from a student seeking answers through the CLEP "Ask the Experts" portion of the website for his upcoming dissertation. Mr. Martin will forward the e-mail to all with the expectation of a response.
- 8. Action Items:
 - LtGen Beauchamp agreed to head investigation of CLEP becoming a RAMS Conference sponsor.
 - The Webmaster will add information on Dr. Ralph L. Harper as the newest member of the CLEP Advisory Committee to the website.
- 9. Adjournment – the meeting adjourned at 8:25 PM EST.

USAF Weapons School successfully completes first UAS, Raptor validation courses

by Airman 1st Class Michael Charles; 99th Air Base Wing Public Affairs Office

The U.S. Air Force Weapons School graduated 96 officers, including members of the Air Force's first unmanned aircraft systems and F-22 Raptor validation courses, during a ceremony at the Flamingo Hotel June 13.

Comprised of 17 squadrons, the weapons school teaches graduate-level instructor courses that provide the world's most advanced training in weapons and tactics employment.

"Our Air Force has been given responsibility for some of the world's most powerful weapons,"

said Gen. Robert Kehler, U.S. Air Force Space Command commander and keynote speaker. "It is our responsibility to employ these weapons to deliver precise and accurate combat effects as a part of the joint fight. This is why weapons officers are so important to the Air Force."

Every six months, the school produces a new class of expert instructors on weapons, weapons systems and air and space integration. Upon completing the course, graduates return to their home stations, taking the latest tactics, techniques and procedures

for air-to-air and air-to-ground combat to their respective units.

"On average, our instructor aircrew members have nearly 200 combat hours each, and our space, command and control, and intelligence instructors have directed or supported combat operations in every contingency since the Cold War ended," said Col. Scott Kindsvater, Air Force Weapons School commandant.

For the first time, the weapons school is helping the Air Force to step up efforts to meet the growing

- *Continued on Page 14*

Performance-Based Logistics

By A. Vic Poillucci, Vice President-Administration, CLEP

Background:

In September 2001 the Quadrennial Defense Review (QDR) mandated the implementation of Performance-Based Logistics (PBL) with the primary goals of increasing product availability and reliability at a reduced cost. In addition, several other benefits such as: defining and optimizing the sustainment infrastructure, influencing system design, optimizing system readiness, reducing the logistics footprint and reducing cycle times have been identified as by-products as a result of implementing PBL.

Discussion:

PBL has been accepted by most Program Managers involved in the Acquisition process as an innovative and effective way of acquiring product support for major weapons systems and subsystems. The techniques for implementing PBL, however, continue to evolve, particularly for the early stages of major acquisitions. In spite of those evolutionary delays, Services within the Department of

Defense are experiencing tremendous success. Programs such as: the Navy's F/A-18 aircraft, the ARC-210 radio the F-14 LANTIRN (aircraft has since been retired); the Army's Abrams Tank System and the Improved Target Acquisition System are examples. Within acquisition agencies across all Services, the Program Manager is responsible for Total Life Cycle Management for systems and subsystems for which he has cognizance. To that end the PM must work with the war fighter, on the one hand - for whom he purchases systems, subsystems to fight and win wars - and on the other, his Product Support Integrator (PSI) who is charged with the responsibility for oversight and execution of those very same systems and subsystems.

Challenges:

The core challenges facing logisticians and directors of sustainment in both the DoD and Industry include (to name a few):

- A lack of policy guidance from the DoD and the Services reflecting a clear path to PBL implementation
- Difficulties in complying to Title 10 and the 50-50 rule while minimizing the repair times
- Getting senior leadership on the Industry side to engage in PBL despite the risks
- Engaging 3rd and 4th tier suppliers/vendors to become involved in the PBL process
- Bridging the communication gap between the logistics community and the acquisition community

Summary:

Performance Based Logistics has become one of the Defense Industry's key strategies to extend the lifespan and improve the reliability of today's defense systems. Increased deployments and shifting acquisition budgets are driving logisticians to minimize system downtimes and improve war fighter support using innovative PBL approaches.

From the President - continued from page 2

throughout its life cycle. Will fuel type used be available at a reasonable cost years from now? Will cost of disposing of the car after its useful life be economical and environmentally friendly?

And the list goes on.

I should point out that logistics engineering activities are generally divided into three areas, commercial, military and space. These are differentiated by the type of hardware systems being developed. Commercial logistics engineering deals with things like cars, radios, diving equipment, and other items sold to the public. Military logistics engineering deals with tanks, diving equipment for special military units, and missile systems. The third area, space logistics engineering, deals with space craft, the space station, etc.

Some of the questions asked by the student and my answers follow:

Q: What are the positive aspects (highlights) of a career in logistics engineering?

A: These are many. They include the feeling of accomplishment in helping design a new system that is helpful to others. In my case, being primarily associated with military logistics

engineering I'm pleased that I can help our troops or the warfighter. These soldiers make many sacrifices and anything I can do help them accomplish their mission brings me great satisfaction. I've been involved in the development of a missile defense system for the U.S., the Ground-based Missile Defense System - a key part of a system keeping all Americans safe. Another positive aspect in my mind is the flexibility to telecommute. The work of a logistics engineer is such that he can often work anywhere as long he has access to a computer, the Internet and a phone. I also see variety as an advantage of this career. In addition to working on many different and varying projects, the scope of the logistics engineering field is so broad, one is often exposed to many different areas of analysis. Occasional travel to interesting sites in the U.S. and other countries is also a bonus.

Q: Is the field of logistics engineering secure, considering the current economic recession?

A: I would say "yes" for a military or space logistics engineer but not so much for a commercial logistics engineer. Space and military defense projects are long term government funded projects and are generally not influenced by downturns in the economy. While commercial logistics engineers may see some impact of a

recession, like most engineering position, companies try to retain this type of "white collar" talent. The unsecure aspect of logistics engineering, like other types of engineering, is that it's often project oriented. When the project ends your job could end if you don't work to get assigned to another project.

Q: What would a world without logistics engineering look like?

A: This is a very good question - and requires some imagination! There would be no support systems. If a car broke (which would be less reliable), it would sit around and rust. There would be no trained technicians to repair it; no spare parts to fix it; and no technical manuals to tell how to repair it. It would not be as safe as it should be for the operator or maintenance personnel; from a human factors standpoint the brake pedal and the accelerator might be in opposite positions! Similar problems would occur with most hardware systems. No, we wouldn't want to see a world without logistics engineers!

I think the profession of logistics engineering is dynamic, exciting, and provides a service that is very useful to others. I think we should all be proud of the great service we provide by improving commercial, military and space systems. Personally, I am involved in CLEP to help further the cause of logistics engineering.

Underway: From the Flight Deck -- Pictures from a U.S. Navy Veteran

By Emily L. Coy



"Mail call! Mail call!" The most anticipated announcement onboard a deployed ship. After months of working 12 hour days, 7 days a week, nothing is more refreshing than receiving a

package sent from home. "I wonder what kind of goodies mom sent this time," a young sailor may ask herself. Soon after the announcement the mail is sorted and sailors form long lines ready to receive their packages. Care packages are filled with one's favorite snacks, pictures and letters of loved ones...anything to boost moral and offer encouragement. For a moment sailors are reminded of their purpose: to defend freedom, so their loved ones don't have to. But what about the single sailors who would not have anyone send them a package or be waiting for them on the pier on homecoming day? What kind of support can they hope to receive without friends and family back home? This is why I am calling upon every grateful American to show their support. No sailor or airman should endure a deployment alone. No soldier or marine should serve in blistering weather without appreciation. No service member should sacrifice their life in vain. Our mission, as free citizens of this beautiful nation, is to support those that have made a promise to us all: to defend our freedom.

It all began in California. I am the daughter of two immigrants and sister of two brothers. Growing up, we were always reminded of our parents' sacrifice in this country. My mother left Mexico and came to the United States looking for an opportunity to lessen the load on my widowed grandmother's shoulders. My father's burning desires to leave poverty behind him in Guatemala drove him across two borders to a home in California. Although we grew up speaking Spanish and upheld our parents' cultures, they still reminded us of how great this country is, "This is your country," they told us, "you were born here, you know the language, you should never

struggle the way we did. We struggled so you didn't have to. Take advantage of all the opportunities." My parents made sure we appreciated this country more than their respective countries. My father was so patriotic; he let it be known that he wished to have one of his own serve in the military.

In 2004 his wish came true. Twice. Since high school, the military had been an option for me, but the years passed by because I was always scared to take the big step. After attending my younger brother's boot camp graduation, I was inspired to enlist myself. Something about wearing the uniform, the national anthem, the prestige of calling oneself a service member and serving my country...I knew this was my calling.

Less than a year in the Navy, I was deployed. So green was I in knowing the ins and out of surviving life on a big steel city ship. I latched on to veteran sailors and asked many questions. About a month into my deployment I started feeling pretty veteran myself. Life became routine. Sleep. Work. Sleep. In between a hectic schedule I managed to go to school, workout and keep my sanity. I was homesick, but I did not allow myself to think about what I was missing. The holidays came and went and all I could say was, "ba-humbug!" The less I thought about it, the better. I had to keep focus on work, never mind the missed birthdays, holidays or missed birth of my niece. I had comfort in knowing that on homecoming day, I would see my family again, God willing. My family constantly showed their support via emails and care packages. It was always a treat opening up a box full of goodies and sweets not found anywhere onboard the ship.

The end of my active duty tour soon came. I left the Navy because I felt I had a different calling in life. I knew God was behind me when I enlisted and I felt he was behind me when I signed my DD214, and received my honorable discharge. I applied for jobs in California, hoping to move back and be with my family again. As fate would have it, I got offered a good job in Virginia instead. Not one to let a good opportunity slip by I accepted the position. Still living 3,000 miles away from home, I soon realized all the friends I made while living in Virginia were deployed. I went through my moments of loneliness. But one night it dawned upon me that even though I didn't have any friends and family living close by, it was not as bad as the single sailors I met onboard. I remembered asking fellow shipmates what they had received from back home. It saddened my heart when the response was, "nothing."

I also remembered how encouraging it was for them to receive care packages from strangers, from regular citizens who wanted to show their appreciation. I wanted to do the same. As I sat there in the quietness of my living room I began to brainstorm, "how can I raise money to send care packages?" I knew that I would have to work harder going around just asking for donations. So I had to provide an incentive. I wanted to provide something

that would motivate people to support my cause.

Before I knew it, I was creating the layout to my first photography book. During my deployment I discovered my love of photography. I snapped pictures of everything and anything. Every so often I would get a really good shot of a jet or a sunset. So I gathered all my pictures and the end result was: "Underway: From the Flight Deck," the first photography book of many. My goal is to collect pictures from all branches of service and publish different photography books. The purpose of these books will be to fund care packages and get more Americans involved that perhaps have desire to, but have not found means of doing so. All proceeds from the sale of these books will go directly into building care packages and associated costs.

As a Navy Veteran, my heart goes out to my brothers and sisters still actively serving. My organization, Support Freedom Fighters, is as the name states. We support our troops across all branches of service that fight for my freedom, your freedom. We all know that freedom has a price and it isn't cheap. But every once in a while it's great to receive a "thank you" be it verbal or through a care package. We want our troops to know we appreciate their sacrifice. Even though we may never meet the men and women we support, we have one thing in common that brings us together: we are free Americans. One of my favorite sayings is: Home of the Free because of the Brave; only a few words but a powerful message.

Please show your support by visiting:
www.supportfreedomfighters.org

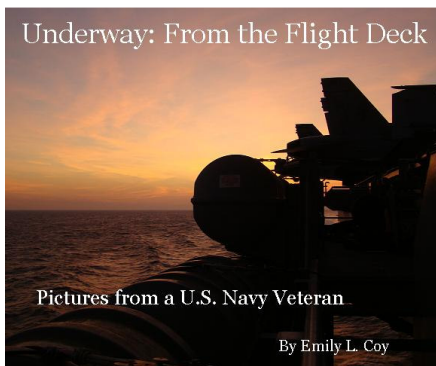
If you know of anyone who would greatly benefit from a care package, please email their information to info@supportfreedomfighters.org and we will make sure they are thanked for their service and sacrifice.



www.supportfreedomfighters.org
info@supportfreedomfighter.org

We support all branches of service!

*Emily is a Logistician employed at
WR Systems, Ltd. In Norfolk, Virginia*



Ask The Experts

Do you have something to say or perhaps a question to ask about Logistics Engineering? Your input from our last issue has been heard and our pilot program is being introduced:

ASK THE EXPERTS!

As a part of its mission to provide education and awareness in the area of logistics Engineering principles, CLEP introduces "Ask The Experts!" Our panel of experts is comprised of a network of subject matter experts that are very knowledgeable in a wide variety of logistics areas. Here's how it will work:

1. Each month a question is chosen from the membership and will be included in the eNotes newsletter.
2. The newsletter question will be linked to the CLEP web page with one or more individuals with one or more possible solutions that industry or government is currently using as well as the questions and answers from previous months.
3. To submit questions, send an email to AskTheExperts@LogisticsEngineers.org
4. Questions and Answers (responses) can be found on the CLEP website at <http://www.logisticsengineers.org/education.htm?m=5>

Questions from a student at the University of Portsmouth (UK)

Dear Sir or Madame,

My name is Andrew Richards and I am a part time student with the University of Portsmouth and work within the Aerospace industry. I am currently completing my final dissertation for an MSc in Integrated Logistics Support and I was wondering if you may be able to provide some information to support my study.

The project aim is to research feedback systems for a fielded product and understand how the data can be processed to enable improvement for new design.

I was wondering if you have any information for use in my dissertation that would support the following questions for in-service feedback:

- Methods used in Root Cause Failure Analysis
- Forming failure codes – Process for deriving codes and implementation
- Methods for analyzing failure codes and other calculations which can be used for supporting a business case.
- Problems/issues which are experienced within the processes?

Any information that your organization can provide would really be appreciated.

Thank you in advanced

Yours faithfully
Andrew Richards

A previously submitted question comes from "Confused" in Virginia:

"MIL-STD 1388-1A, Logistic Support Analysis (LSA), and MIL-STD-1388-2B, Logistic Support Analysis Record (LSAR), were eliminated by the U.S. DOD some years ago yet I still see RFPs requesting these standards be used as a guideline. What is the future of LSA and LSAR?"

Answer: Yours is a very common question that requires a fairly long answer in several parts. First, these standards were not "eliminated"; they were cancelled. Cancellation means two things; 1) the document will not be maintained, changed or updated, and 2) it can no longer be invoked on a contract using such words as "the Contractor shall perform maintenance task analysis in accordance with MIL-STD-1388-1A Task 301 subtask 4."

Second, these standards are very good; probably the best anywhere for supportability engineering and collecting support resource data. Historically, the problem that ended in cancellation was not the standards, but the appropriate implementation of the standards. Acquisition programs failed to understand how to apply the requirements to meet specific system needs and this led to a lot of waste in time and money. So MIL-PRF-502, Acquisition Logistics, was written as a guide for the Government on how to apply MIL-STD-1388-1A to a program. I must point out that MIL-STD-1388-1A is the de facto internationally accepted method for supportability engineering and it is used as is by most countries outside the United States.

Third, MIL-STD-1388-2B had a similar history of misapplication. Acquisition programs focused on dictating data elements to be captured in the LSAR rather than focusing on what they needed out of the LSA/LSAR process. Hence, MIL-PRF-49506, Logistics Management Information (LMI) was produced to focus acquisition on outcomes. To meet the requirements of the LMI, an organization must have a data repository to capture the results of supportability engineering and maintenance task analysis. The LSAR is probably the best and most efficient method to achieve this. Typically, contractors use standard LSA summary reports from a MIL-STD-1388-2B compliant LSAR to meet the requirements of the LMI Supportability Analysis Summaries. And, the LSA-036 Provisioning Report and LSA-070 SERD outputs from MIL-STD-1388-2B are required for meeting the LMI data products.

So, the end of a long answer to a short question. Everyone still does LSA/LSAR in accordance with MIL-STD-1388-1A and MIL-STD-1388-2B. The only change is the method of contracting. Finally, to answer the last part of your question as to the future of LSA/LSAR. MIL-STD-1388-1A actually contains two distinct processes; supportability engineering to improve the design and then physical logistics to create the support solution. In the future you should see the supportability engineering process to become more closely integrated into mainstream systems engineering and design engineering with MIL-HDBK-502 driving this.

There is a new document, ASD S3000L, Logistic Support Analysis, being developed which will describe an integrated process for developing the physical support solution. As to the LSAR, delivery of printed reports that comply with either MIL-STD-1388-2B or MIL-PRF-49506 are expensive and limited in technical value. We live in the digital world and all data in the future should be exchanged electronically. Application Protocol 239, Product Life Cycle Support (PLCS), of ISO 10303, Standard for Exchange of Product Model Data (STEP), provides this ability. GEIA STD/HB 0007, Logistics Product Data, is the current and future method for electronic data transfer and integration. It contains all the data elements in MIL-STD-1388-2B plus other similar data standards such as ASD S1000D and UK Def Stan 00-60. Bottom line, the standards, handbooks and specifications come and go, but LSA/LSAR are proven methods to achieve their objectives when applied properly and are here to stay.

Raptor validation courses — Continued from Page 10

combat capabilities while offering flexible solutions to battlefield needs, according to senior Air Force leaders. These systems include the MQ-1 Predator, MQ-9 Reaper and the RQ-4 Global Hawk.

The primary mission of the unmanned systems is to provide intelligence, surveillance and reconnaissance support to joint commanders; however, because of the MQ-1 Predator's and MQ-9 Reaper's ability to carry an assortment of air-to-ground weapons, they provide commanders with precision strike capabilities and are turning the UAS mission into a formidable battlefield force.

The two graduates from the F-22 Raptor weapons Instructor

demand for unmanned aircraft systems support overseas. The five UAS graduates will remain at the weapons school as instructors for the new unmanned systems course in July.

"True innovation comes not because of technological breakthroughs, but from people who execute, debrief and learn better ways to provide effects in flight," General Kehler said. "This requires critical thinkers with in-depth understanding to maximize weapon effectiveness. We provide real-time intelligence that allows warfighters to make quicker, more informed decisions."

Unmanned systems are, and will remain an incredibly high-value asset providing joint forces commanders with the right mix of

validation course will return to the combat Air Force to serve as weapons officers.

The weapons school traces its roots to the Aircraft Gunnery School established in 1949 at Las Vegas Air Force Base, which became Nellis Air Force Base in 1950. The organization brought together a cadre of World War II combat veterans dedicated to teaching the next generation of pilots. The gunnery school converted to combat crew training to meet the needs of the Korean War.

The 60-year tradition of excellence associated with the Air Force Weapons School continues as it evolves to meet the needs of today's Air Force.

The Council of Logistics Engineering Professionals



www.logisticsengineers.org

HOW CAN WE BETTER SERVE YOU?

As we continually strive to meet the requirements and needs of our Logistics Community, we would like 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 www.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 Dan DiDomenico, iedpd@bellsouth.net (VP Communications) or Bill Horne bhorne1@cox.net (VP Programs) by email.

Join the Conversation, Discussion and Networking on LinkedIn 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 Section in your area, contact Mike Connor at membership@logisticsengineers.org.