



# Newsletter of the Council of Logistics Engineering Professionals



June 2009

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LTG (Ret) Roy Beauchamp, USA  
Mr. Lou Sciaroni

## From the President:

The Council of Logistics Engineering Professionals established some important goals and objectives early during our formation in 2007. These ideals were then consolidated into the following mission statement:

"Our mission is to mentor, educate, share knowledge and ideas and to advance the profession of logistics engineering with its members and throughout the logistics community and to disseminate the interdisciplinary principles of logistics supportability to industry and government."

We have just taken a big step toward achievement of our mission. This was the very successful sponsoring of the "2009 Life Cycle Logistics Tools Workshop and Users Group" in conjunction with the U.S. Army Material Command Logistics Support Activity. This event was held 12-14 May 2009 at the Holiday Inn in Huntsville, Alabama.

This is the first year CLEP has helped with the sponsoring of this event. However the level of interested and participation surprised many who have been involved with this annual event since its inception eight years ago. For comparison there were 176 participants in 2008 and 335 participants this year – almost double. This is significant because we were able to help many more attendees expand their knowledge of logistics and learn of tools provided by LOGSA to enhance completion of logistics-related activities.

## Meeting Minutes from the Board of Officers Meeting Report – May 13, 2009

The meeting was held at the home of Mike Osborne with some participating via telephone on Wednesday, 13 May 2009 with a call to order by the President at 8:54 PM, Eastern Time.

### Role Call:

Present:

- Jim Martin, President
- Bill Horne, Past President/ VP Programs
- Linc Hallen, VP Operations
- Mike Connor, VP Membership
- Dan DiDomenico, VP Communications
- Mike Osborne, VP Education
- Vic Poillucci, VP Administration
- Jim Jones, Advisory Committee
- Jan Hall, Advisory Committee

Participants from industry and government came from all parts of the United States and also included two participants from Norway. A variety of speakers further aided participants in understanding the latest technologies and trends associated with the profession. Keynote speakers included the following:

- LTG (Ret) Roy Beauchamp, Former Deputy Commanding General of the Army Materiel Command
- BG William Crosby, Program Executive Officer, Aviation PEO Aviation
- Mr. James Bryant, Logistics and Engineering Center, Chief
- Mr. Patrick M. Dallosta, C.P.L., Performance Learning Director, Life Cycle Logistics, Defense Acquisition University
- Mr. James V. Jones, Author, Lecturer, Educator, and President of Logistics Management Associates
- Mr. Chris Bramon, NASA, Marshall Space Flight Center

Our thanks go to these outstanding speakers, to the excellent workshop instructors, and to the LOGSA and CLEP members and personnel who helped make this event a success. To view the presentations, access the CLEP website at [www.logisticsengineers.org](http://www.logisticsengineers.org).

Additionally participants had the opportunity to view exhibits provided by a variety of

*Continued on Page 11 --*

### Not Present:

- B.J. Silvey, VP Finance
- Stephen Roddock, Webmaster

### Other Attendees:

- Ms. Joyce Bilodeau
- Ms. Wanda Dunn
- Mr. Dan Goddard
- Mr. Ken Youngblood
- Mr. Scott Juneac and spouse Sidney
- Mr. Jim Colson
- Ms. Rhonda Martin

1. Minutes of the previous meetings were approved.

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## Calendar of Events

### Upcoming Events

**IDGA Military Logistics Summit 2009**, June 08 - 11, 2009, Sheraton Premiere at Tysons Corner, Vienna, VA, <http://www.militarylogisticssummit.com/>

**19th Annual INCOSE International Symposium**, July 19 - 23, 2009, Singapore, <http://www.incose.org/symp2009/>

**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](http://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](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](http://www.defenselog.com)

**WBR Soldier Tech US**, February 2-4, 2010, Location TBD, [www.soldiertechologyus.com](http://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](mailto:Anthony.stampone@osd.mil). Award nominations are due July 1, 2009. <http://www.dau.mil/docs/PBL.pdf>

Register as a CLEP Member  
and receive the  
ASNE Member Discount Rate



## NAVAL LOGISTICS SYMPOSIUM

*Logistics in Support of the Joint Maritime Strategy*

Crystal Gateway Marriott • Arlington, VA • 20-22 July 2009

Presented by the American Society of Naval Engineers

In cooperation with the U.S. Navy, U.S. Marine Corps and U.S. Coast Guard  
Supported by the Council of Logistics Engineering Professionals



#### Symposium Highlights:

- ★ Speakers, presenters and attendees will include top naval logistics leaders from the U.S. Navy, U.S. Marine Corps and U.S. Coast Guard and key industry partners.
- ★ Keynote addresses, panel discussions, and paper tracks will explore critical issues facing the logistics community.
- ★ Feature presentations will address "Advancements of Military Medicine on the Battlefield" and "Logistician of the Future."

#### Exhibits and Sponsorship:

Exhibit and sponsorship opportunities are available in conjunction with the symposium. For more information, contact Megan Sinesiou at (703) 836-6727 or [msinesiou@navalengineers.org](mailto:msinesiou@navalengineers.org).

#### Featured Speakers:

- Admiral Gary Roughead, USN; Chief of Naval Operations
- Vice Admiral Mark D. Harmitchek, USN; Deputy Commander, United States Transportation Command
- Lt. Gen. James H. Pillsbury, USA; Deputy Commanding General, U.S. Army Materiel Command
- Mr. Stephen Carmel, Senior Vice President, Maritime Services, Maersk Line, Limited
- Dr. Paul M. Needham; Director of Supply Chain Management Concentration Program, Industrial College of the Armed Forces
- Mr. William A. Kobren, Director; Logistics & Sustainment Center, Defense Acquisition University
- RADM Richard R. Jeffries, USN; Medical Officer of the Marine Corps

Exhibits and sponsorships are separate and distinct from ASNE's arrangements with the U.S. Navy, U.S. Marine Corps and U.S. Coast Guard for the symposium. Department of the Navy, U.S. Navy, U.S. Marine Corps, and U.S. Coast Guard cooperation in the Naval Logistics Symposium is not, nor does it imply, an endorsement of ASNE or any of its events or activities by the Department or the Services.

## President Obama Signs Levin-McCain Bill to Reform Weapon Systems Acquisition Process

President Obama signed the Weapon Systems Acquisition Reform Act of 2009 on May 22, 2009. The Weapon Systems Acquisition Reform Act of 2009, originally introduced as a bill by Senators Carl Levin (D-MI) and John McCain (R-AZ), the Chairman and Ranking Member of the Senate Armed Services Committee, addresses the unreasonable cost and schedule estimates, unrealistic performance expectations, immature technologies, and repeated program changes that have led to explosive cost growth and costly schedule delays on so many of our major defense acquisition programs.

"Over many years, report after report has shown that there are fundamental problems with the way we buy major weapons systems," said Levin. "Without serious steps to bring cost and schedule estimates and performance expectations in line with reality, billions more in taxpayer dollars would have been wasted.

The legislation, signed by President Obama and supported unanimously by both parties in both houses of Congress, will require the Department of Defense to take the necessary steps to avoid continued waste.

The Weapon Systems Acquisition Reform Act of 2009 will require DOD to establish an independent office for cost estimates, beef up engineering and testing capabilities and institute other strong measures. The new law will put major weapons program on sound footing from the start and help to control future costs overruns, schedule delays and performance shortcomings.

The Weapon Systems Acquisition Reform Act of 2009 contains provisions that will:

- Address problems with unreasonable performance requirements by requiring DOD to reestablish systems engineering organizations and developmental testing capabilities; make trade-offs between cost,

schedule and performance early in the program cycle; and conduct preliminary design reviews before giving approval to new acquisition programs;

- Address problems with unreasonable cost and schedule estimates by establishing a new, independent director of cost assessment to ensure that unbiased data is available for senior DOD managers;
- Address problems with the use of immature technologies by requiring the Director of Defense Research and Engineering (DDR&E) to periodically review and assess the maturity of critical technologies and by directing the Department to make greater use of prototypes, including competitive prototypes, to prove that new technologies work before trying to produce them; and
- Address problems with costly changes in the middle of a program by tightening the so-called "Nunn-McCurdy" requirements for underperforming programs.

## Richmond Supply Center Wins White House Award

By Debra Bingham, DSCR Public Affairs  
Defense Supply Center Richmond, Va.'s environmental management team has earned first place in the 2009 White House Closing the Circle Awards. The annual award recognizes the achievements of federal employees and facilities that promote environmental stewardship. The award focuses on waste prevention, recycling, green purchasing activities, environmental-management systems, and other conservation and preservation initiatives.

DSCR's Environmental Management Systems Implementation Team won in the military category, for EMS Benefits to a Department of Defense Installation. Jimmy Parrish, chief of the Environmental Branch, said this is the second time the EMS team has won the award; its first win was for its role in creating the Virginia Regional Environmental Management System in 2005. DSCR's first win was in 1997 for its marketing of re-refined oil.

"There were tons of things that went into winning this award," Parrish said. "We worked extremely hard to establish our Environmental Management System five years ago and then went one huge step further and had that system externally registered to the International Standards Organization's EMS standards. We were then and still are the only DLA site to accomplish this."

To maintain the EMS registration, DSCR had to pass external surveillance audits every six months and show that the system was doing good things for the installation.

Parrish said the biggest goal of any EMS is to show each employee that his or her actions have an impact upon the environment. He said the EMS is not led by the environmental office, but by employees on post. When an action has a positive impact, the goal is to maximize it. For example, planting trees and vegetation on post supports wildlife habitat restoration. Not only does this do good things for the environment, it allows employees to own their work processes and to see that they can make a positive difference. Parrish had many examples of how employees contribute to the success of the system.

"We have DSCR and (DLA Office of Operations Research and Resource Analysis) employees who volunteer their time to count blue bird hatchlings," Parrish said. "We have engineers who independently came up with a more energy- and cost-efficient way of lighting storage and office bays; we have a welder who designed and built a weather resistant outside recycling bin just to maintain the integrity and value of the recyclables; and Business Management employees helped involve DSCR in a ceiling tile recycling program, rather than sending used materials to a landfill."

Parrish downplayed his role in the program, saying that he was the one who wrote up all the reports. He said the employees make it happen.

"This award is because our employees proved that our EMS can work. It belongs to them," Parrish said.

### CLEP Member to Receive 2009 WORLD TECHNOLOGY AWARD

Fellow CLEP Member, Ken Jongebloed, has been selected to receive the 2009 World Technology Award from World Technology Network (WTN) Group in an award ceremony on July 16 at the Time-Life Building in New York City. The awardees, nominated by the WTN Fellows and Founding Members, are individuals (in 20 categories) and companies/organizations (in 10 categories) for innovative work of "the greatest likely long-term significance" in their fields. They are those creating the 21st century.

Ken was nominated to receive this award in the IT SOFTWARE (individual) category for his work in Adaptive Network-Centric Online Autonomic Supply Chain Management System.

Join the Council of Logistics Engineering Professionals in congratulating Ken in this achievement.



# Logistics Integration in a Complex World



We invite you to attend and participate in a  
**Council of Logistics Engineering Professionals  
 Logistics Education Seminar in March of 2010.**



## Why Should You Attend?

- Focuses on the state of the art programs and processes that are integrated with your career field and the Logistics profession.
- Timely and helpful because of the complexities that we have to deal with as Logisticians in this complex changing world.
- Facilitates professional networking and good friendship.
- Special activities for all who attend as either a presenter or attendee.

## Presentations and Workshops

Topics cover material in the Military, Commercial and Educational industries.

- |                                   |                                    |
|-----------------------------------|------------------------------------|
| • Acquisition Logistics           | • Life Cycle Logistics             |
| • Automated Logistics Environment | • Life Cycle Support               |
| • Continuous Process Improvement  | • Mission Support                  |
| • Defense Logistics               | • Performance Based Logistics      |
| • Fleet Readiness Centers         | • Reliability Centered Maintenance |
| • Supply Support                  | • SHIPMAIN                         |
| • Integrated Solutions            | • Supply Chain Management          |
| • Item Unique Identification      | • Provisioning                     |
| • LEAN Six Sigma                  | • Technical Publications – S1000D  |
| • Total Ownership Costs           | • Training                         |

## Where: San Diego, CA

Many activities will be planned for this event for attendees, presenters, and their guests. **Activities include:** Guided Tours in the San Diego Area, Sea World, SD Zoo, SD Wild Animal Park, Old Town, Balboa Park, Midway Museum, golfing, deep sea fishing, shopping, sight seeing, Sports events and Golf.

**Information:** If you are interested in attending or presenting please send email to **Ed Welch** at [ewelch@delreysys.com](mailto:ewelch@delreysys.com) or call **Joyce McSorley** at **858-522-2355**.

Supported by:



(Further information for this event will be provided in our future newsletters as it comes available. Please check our website often for more information – [www.logisticsengineers.org](http://www.logisticsengineers.org))

## USMC Maintenance Center Albany Receives the 'Robert E. Fox' Award

Art Powell, Public Affairs Specialist

The USMC Maintenance Center Albany has been honored with the Robert E. Fox Award for outstanding achievement of continuous process improvements at the facility since 2000. The award was presented May 15 at the Continuous Process Improvement Symposiums held at Weber State College in Ogden, Utah.

"The dedication of the many civilian-Marines and Marines of MCA shines through every day. What makes this place and these people special is that they don't do what they do for the recognition. They work hard because they have absolutely no doubt who it is they are supporting," said Col. Daniel J. Gillan, commander, MCA. "Receiving the Fox Award just confirms that we are doing something right." Continuous Process Improvement innovation awards are designed to recognize not only the successful implementation of cutting-edge applications, but also doing so with a systemic-holistic approach, utilizing an integrated approach of Theory of Constraints, Lean, Six Sigma, and others.

During the Utah Symposium, two types of organizations were recognized. MCA was selected as the winner in public sector entries, the other winner was a private sector organization.

"This is a great honor for Maintenance Center Albany. We were honored for continuous process improvement and sustained improvement," said Darren Jones, manager, Production Management Department and Trades Department, MCA. "It's taken every employee in the Maintenance Center, for several years now, to help us institutionalize the improvement processes we put into place with TOC and

the Lean 6S processes. Now we're beginning to work with our Six Sigma processes."

MCA, using a track record spanning the years since 2001, competed against all similar organizations in the U.S. government.

"We began using the TOC in 2001 and achieved full implementation by approximately 2003. But it's a continuous process. So, every new product line you bring on or when you make changes in a line or change the scope of work, there are always changes to how you plan that work. It always changes what may become the constraint within that whole facility or a constraint within a certain element of the process," Jones explained. "It's an ever-evolving process, something that you never complete. You're always looking at what the next constraint might be so you can resolve that constraint so you can continue to improve and increase your throughput."

MCA, which works on over 450 different production lines, first began TOC on an under performing line.

It was behind schedule, over cost and its Repair Cycle Time was averaging 167 days. With TOC, throughput increased immediately: a 100 percent increase within three months and a 200 percent increase in six months. During that time, RCT was reduced by 65 percent. The efforts meant cost per unit dropped to within the original negotiated cost estimates or lower.

As MCA implemented TOC on each production line, similar results were obtained, throughput increased, RCTs dropped along with costs.

The overall financial status of MCA improved, rates declined, and the budgeted goals were met and exceeded for net operating results each year from 2002-2008.

"We began the Lean 6S implementation just after our TOC implementation, in 2002. It's a never ending process. The 6S stand for straighten, sort, shine (scrub), standardize, sustain and safety. Each of these activities are conducted in every shop. Lean 6S was implemented in a manner to compliment our TOC implementation and success," said Jones.

MCA is training managers and other key personnel as Lean Six Sigma Green Belts, a second level certification, in order to compliment TOC and to enhance continuous process improvement in the future.

A key component of any process improvement is the workforce involved in implementing it daily, and MCA's results show that has happened there.

The biggest thing I've seen, the thing that meant the most to me, was the attitude of the workforce on the MCA floor," said Bert Black, program analyst, TOC, MCA. One problem for the workforce, before TOC, was the amount of time between tasks, or receiving parts or receiving new parts. Now, with TOC the parts kits are planned and are waiting for the mechanic when he's ready to begin performing a task."

These steps make the day go quicker and it's a more satisfying work day for a blue-collar worker, according to Black.

"People may be resistant to change, but they're not resistant to improvement," he added.

## Charleston to Kandahar: Joint effort delivers much needed airlift for Army

By Meghan Patrick, Military Sealift Command Public Affairs

In April, Military Sealift Command transported 100 new and recently refurbished Black Hawk, Apache, Chinook and Kiowa Warrior helicopters from the U.S. East Coast to the Middle East - a move that doubled the number of U.S. military helicopters in Afghanistan.

MSC personnel and the captain and crew of the U.S. Maritime Administration's Ready Reserve Force roll-on/roll-off ship MV Cape Rise assumed active roles in the combined Navy, Air Force and Army operation. In addition to the helicopters, 250 pieces of aviation equipment were moved by ship from Charleston, S.C., to Rota, Spain, then by air to Afghanistan in approximately three weeks.

The arrival of the helicopters is expected to greatly improve the

effectiveness and safety of U.S. combat operations in Afghanistan. For years, most of the U.S. aircraft sent to the country supported troops in the east, where, until recently, the United States operated its sole aviation brigade out of Bagram Air Field located at the International Security Assistance Force's Regional Command-East headquarters.

But these new and recently refurbished helicopters were destined for ISAF's regional command in southern Afghanistan, where an additional brigade began arriving April 1, following a February announcement that several thousand more U.S. troops would be deployed to the area this year.

The aircraft quadrupled the previous lift capabilities at Kandahar Air Field. The helicopters will support the

Operation Enduring Freedom efforts of U.S. and NATO forces, including soldiers from the United Kingdom, Canada, Australia, Romania and the Netherlands.

A small aviation inventory - 20 helicopters - in Kandahar meant that soldiers in the south primarily traveled in ground vehicles. This increased the threat of roadside bombs.

"Acquiring more helos helps troops avoid land transportation and aids us in countering Improvised Explosive Devices, which are currently the biggest threat to soldiers in Afghanistan," said Army Lt. Col. Edwin Brouse, the deputy brigade commander of the Army's 82nd Combat Aviation Brigade. Brouse deployed to Kandahar from Fort Bragg,

## What Is A Logistics Engineer? -- Part 2 of a Series

By James V. Jones



James V. Jones

*Editor's Note: This is the second part of a series of articles by Mr. James V. Jones. Mr. Jones is President of Logistics Management Associates, Irvine, California and an internationally recognized authority in supportability engineering and integrated logistics support. Additionally, Mr Jones serves on the Advisory Committee of the Council of Logistics Engineering Professionals. He has authored several technical reference books including the Integrated Logistics Support Handbook, 3<sup>rd</sup> Edition, McGraw-Hill, 2006 and the Supportability Engineering Handbook, McGraw-Hill, 2007. He is an internationally sought after consultant, lecturer and educator. We welcome Jim to the CLEP Newsletter this month and look forward to future articles in the coming months.*

Part 1 of this series presented a description and definition of logistics which is the first half of the title Logistics Engineer. This installment continues with a definition of the second half of the title and focuses on a specific question, "what is an engineer?" Rather than developing my own definition, I choose the quick alternative of using the internet to search for an established definition. Wikipedia provided the following:

Engineer - An engineer is a skilled technical professional. Engineers are concerned with developing economical and safe solutions to practical problems, by applying [mathematics](#) and [scientific knowledge](#) while considering technical constraints. The term is derived from the Latin root "ingeniosus," meaning "skilled". The industrial revolution and continuing technological developments of the last few centuries have changed the connotation of the term slightly, resulting in the perception of engineers as applied scientists. The work of engineers is the link between perceived needs of society and commercial applications. (<http://en.wikipedia.org/wiki/engineer>)

I like this definition because it fits my concept of what logistics engineering is all about. Three words; skilled, technical and professional really say it all. Again, using internet resources;

Skill - Proficiency, facility, or dexterity that is acquired or developed through training or experience. (<http://www.thefreedictionary.com/skill>)

Technical - Having special skill or practical knowledge especially in a mechanical or scientific field. (<http://www.merriam-webster.com/dictionary/technical>)

Professional - 1. A person following a profession, especially a learned profession. 2. One who earns a living in a given or implied occupation. 3. A skilled practitioner; an expert (<http://www.merriam-webster.com/dictionary/professional>)

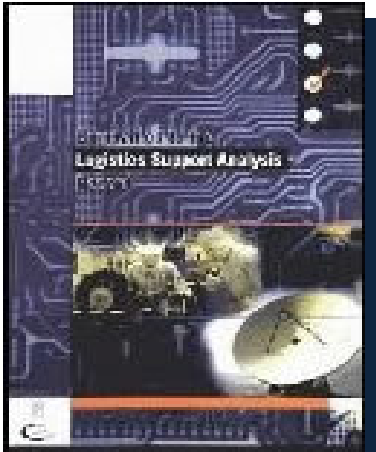
Expert - A person with a high degree of skill in or knowledge of a certain subject. Having, involving, or demonstrating great skill, dexterity, or knowledge as the result of experience or training. (<http://www.merriam-webster.com/dictionary/expert>)

So, if we combine the definitions from Part 1 with the above definitions the result is:

A Logistics Engineer is a highly skilled technical professional who possesses knowledge gained through training and experience and applies this knowledge to specific situations to produce; 1) identification and quantification of a desired outcome, 2) identification and quantification of the resources and events that will be required to produce the outcome, 3) creation of a new process, or modification or an existing process, for delivery of the resources and events, 4) operation and delivery of the resources and processes to actually achieve the desired outcome, and finally 5) assessment of the results for improvement this time or the next time.

I agree that this resulting definition is academic-sounding, but it gives us a common point of departure for further segments of this series. As always, your thoughts and comments are solicited.

(To Be Continued next issue)



## 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

### 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

### 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.

### 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 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

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

\$195 (free shipping)

Send Email Request To: [order@log-mgmt.com](mailto:order@log-mgmt.com)



## Charleston to Kandahar — Continued from Page 5

N.C., in late April with other members of his airborne unit to function as part of the new brigade's first combat unit.

But before the helicopters reached Kandahar Province, higher in altitude but physically similar to Iraq, the aircraft endured a long journey facilitated by many players.

"It was truly an all hands effort," said Tom D'Agostino, MSC's representative in Charleston since 1986, who helped to synchronize the numerous forces and organizations that worked together to execute the important operation.

D'Agostino later received a Maritime Administration letter of appreciation for his support to the vessel.

Cape Rise's civilian ship master Capt. Gary Hill and his crew of nine civilian quickly switched into high gear when Cape Rise, ordinarily layberthed in Portsmouth, Va., was activated March 25.

Cape Rise is one of 50 RRF ships that offset the shortage of commercial U.S.-flagged ships that are able to transport large combat equipment. When activated, RRF ships come under the operational control of MSC and supplement the command's surge sealift fleet. With 20 additional mariners hired specifically for the voyage, the ship set sail for Charleston March 31, arriving the next day.

D'Agostino spent the next few days coordinating the loading of the helicopters and numerous other pieces of heavy equipment onto the ship, a role in which he is well practiced. In 2008, MSC loaded and delivered 8,351 pieces - 71,059 tons of cargo - from Charleston. Ninety percent of the cargo was destined for the Middle East and Afghanistan.

D'Agostino also functioned as a liaison between MSC, helicopter technicians contracted by the Army to load the cargo and members of the Army's 841st Transportation Battalion in Charleston tasked with load planning and documentation. When a cargo lift experienced some mechanical difficulties, D'Agostino coordinated a revised stow plan with the Army to allow the operation to continue with no delays while the elevator was being repaired.

"Helos require special care to ensure they are not jostled around," explained Hill, who has delivered the valuable cargo many times in his 30-year seafaring career. En route to Rota, Hill maneuvered the ship at a slow, safe speed and closely monitored the weather forecast to ensure that strong winds and other weather threats did not harm the helicopters.

Six noncommissioned officers from the 82nd CAB rode the ship to help protect

and maintain the helicopters while in transit. Soldiers fulfilling roles in this capacity are subject-matter experts, proficient in helicopter logistics in this case, and are referred to as 'supercargo' while en route.

When Cape Rise docked in Rota April 14, the next operational team was ready to greet the mariners and supercargo, and immediately start on the next leg of the delivery.

Robert Foster, MSC's civilian shore representative since 2006, was among those preparing for the arrival of the ship at U.S. Naval Station Rota, located in the Spanish navy's Base Naval de Rota.

Foster, who is responsible for all of MSC's port operations in Rota and who supports operations in other European ports and Africa, explained that while a shipping destination located further east would be more appropriate for a delivery to Afghanistan, Rota was chosen as a sea-to-air transition point because it is the only naval base in the Middle East or Europe with a port and an airfield. This permits the transfer of cargo between ship and plane to occur within the base's gates.

"This convenience, however, does not make the helicopter operation an easy task," said Foster. Rota is not traditionally used for strategic sealift operations because the port is an operating navy base that lacks the lay-down space, an open area usually several acres wide required to hold the large cargo moved off ships. Unlike ports like Charleston or Ash Shuaybah, Kuwait, which conduct sealift operations daily, Rota has approximately six to 12 dry cargo operations a year.

Thus, Rota lacks some of the personnel essential to shoreside sealift-operational support. Because Rota is not a strategic hub, it also does not have a military unit stationed nearby. With the exception of a few Navy Seabees, there are no forces in the area. In order to properly execute each segment of the transport, groups with specific capabilities - including some from other European countries - reported to the base to help transfer the helicopters from ship to plane.

"When Rota does something like this, it's a big deal," said Foster, referring to the mass collaborative effort.

Two dozen Army contractors from the Theater Aviation Sustainment Manager-Europe Unit from the 21st Theater Support Command flew in from Germany to offload the helicopters from the ship and secure them in 'tractor tugs' - large, chain-linked yellow boxes that function as trains, moving cargo across the base.

Spanish nationals working for Rota's supply and warehouse carefully towed

eight to 10 helicopters at a time along base roads to the airfield located 1.5 miles away.

The offloading operation took two and a half days, and involved more than 50 people who discharged the ship and brought the helicopters to the airfield.

Foster says the movement of helicopters across base is a spectacle. "It's like a parade - police escorts and stopped traffic lights included," he observed.

When the helicopters reached the airfield, they were received once more by members of Theater Aviation Sustainment Manager-Europe, headquartered in Mannheim, Germany. TASM-E spent more than two days providing field, sustainment and limited aviation maintenance to both aircraft and aviation ground-support equipment, in addition to loading the helicopters onto the Air Force-operated aircraft designated to fly them into theater.

The Air Force's 725th Air Mobility Squadron set off for Afghanistan April 17. Each of the approximately 50 aircraft carried two or three helicopters, and two or three members from the 82nd Airborne tasked to Rota to accompany the aircraft into theater.

The aircraft arrived in Kandahar in late April, where the helicopters immediately began supporting military movement and activity.

Brouse expressed his gratitude for the comprehensive effort by recognizing how each body supports in-theater activity.

"This is a joint environment where we rely completely on each other to sustain until we get into the fight."



**"The essence of flexibility is in the mind of the commander; the substance of flexibility is in logistics."**

**- RADM Henry Eccles, U.S. Navy**



## National Maritime Day

By Bill Horne, Vice President-Programs, CLEP

May 22, 2009. There were no parades, no marching bands. There were no antique cars with dignitaries sitting in the back seats waving to folks they passed them along the street. No fireworks that evening. Something that one might expect to see occurring in the cities and on the streets of Hampton Roads on such a day.

So, you ask, what is Hampton Roads? Officially, Hampton Roads is the 33rd-largest metropolitan area in the United States. It is the name of both a body of water and the region of land areas which surround it in southeastern Virginia. It is also a place that the United States Navy, Coast Guard, Air Force, NASA, Marines, Army call home. It is the location major shipbuilding and repair yards, rail industry, and miles of waterfront property used by the maritime shipping industry for merchant ships moving goods and products to our and from our nation.

So why May 22<sup>nd</sup>? On May 22, 1819, the steamship Savannah sailed from the port of Savannah, Georgia on her way to Liverpool, England. After 28 days under sail and steam, the S.S. Savannah pulled into Liverpool becoming the first steamship to cross the Atlantic Ocean. She made a few port stops in Europe before turning around and returning the United States. In honor of her successful trip, May 22<sup>nd</sup> was declared National Maritime Day in 1933 under Congressional declaration.

Many of our national holidays, stemming from lesser-known days as National Maritime Day to the easily recognizable days such as Memorial Day, have lost their meanings in our society. Days that were initially established to honor those who gave their lives in defense of our country or honor those that made our country great have been replaced with three-day

weekends for parties and trips to the beach.

As you enjoy your television, new car, or latest electronic gadget, pause for a moment and look to see where it was made. If it isn't made in North America, it is most likely that it was brought to you at some point aboard a commercial vessel, and quite possible that it entered via the Port of Hampton Roads. We, as a nation, owe a debt of gratitude to all ships ever to sail the open seas. The Maritime industry has been there to expand the economy and defend our way of life. For the commercial ships not only bring you new goods to buy, but they also aid our troops in wars around the globe, and sometimes find themselves in the hands of Somali pirates. So, mark it on your calendar for next year – May 22, 2010. And then take a moment to reflect on our men and women that sail around the world in the maritime fleet, for that is their day.

## Air Force funds new generation of energy efficient UAV

by Molly Lachance, Air Force Office of Scientific Research

With the ever-increasing military demand to reduce the size and weight of unmanned aerial vehicles (UAVs) while lengthening flight times, the Air Force Office of Scientific Research is funding a project to integrate solar power cheaply and easily into the base materials used to build them.

Dr. Max Shtein and his team at the University of Michigan are investigating the energy harvesting potential of many different device applications, including thin film solar cells reshaped and coated onto long continuous filaments, or fibers. When such organic semi-conductor coated fibers are woven into a fabric system, the resulting textile can be used not only to form the structural make-up of the UAV, but also to generate the electricity to power it.

To date, Shtein and his team have demonstrated small, stand-alone prototypes that strongly suggest that this type of application is possible.

Integrating the solar cells in the desired configuration, however, will require building more sophisticated fabrication equipment. They are currently working on

a customized coating apparatus for making large quantities of fiber-based energy conversion devices.

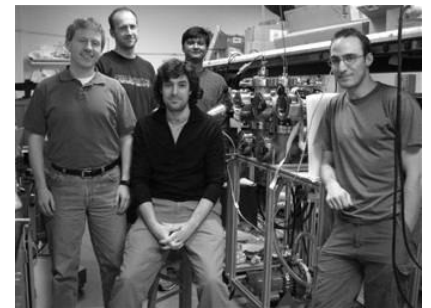
Once finished, Shtein plans to develop new models that synergize optics, mechanics, electrical and energy transport, and energy storage mechanisms.

"These models will allow us to optimize the device structure using multifunctional design constraints, improving energy conversion efficiency and power density of our devices in practical configurations," he said.

Combining these functionalities would reduce the bulk mass associated with separate optical, mechanical and electrical systems leading to vehicles that have increased power, but weigh much less.

UAVs built with these materials would be light and compact, and their renewable energy source would also allow them to experience longer flight times and power propulsion systems and on-board sensors, drastically increasing state-awareness. As a current recipient of the Presidential Early Career Award for Scientists and Engineers (PECASE), Shtein received a

\$200,000-a-year grant for five years to continue this innovative work.



**Air Force Funds New Generation of Energy Efficient UAVs**

With AFOSR funding, a team from the University of Michigan is working on a project to integrate solar power cheaply and easily into the base materials used to build UAVs. The team is pictured above posing around a customized reel-to-reel coating apparatus they developed for making large quantities of fiber-based energy conversion devices. (Photo Credit: University of Michigan)

## Meeting Minutes - Board of Officers April 30, 2009 - Continued from page 1

### 2. Reports from Officers

#### President

- The President put forth in nomination of Mr. Lou Sciaroni as a member of the CLEP Advisory Committee. The Board unanimously approved the nomination.
- The President reported that a website, EZRegister.com, was available as a tool that may assist CLEP for use with future registration requirements and asked officer to check out this site.

#### Immediate Past President

- Mr. Horne reported that the CLEP/LOGSA Workshop is running smoothly and that over 300 participants are in attendance with seven (7) exhibitors.
- Mr. Horne intimated that no negative feedback was reported but that results of the Evaluation Forms are forthcoming.

#### VP Operations

- Mr. Hallen reported that a glitch in the Certificates was noted.
- An update to the Operations Manual will be provided in the near future
- Mr. Hallen reported that a data base has been established and thanked Ms. Rhonda Martin for her assistance in its creation.
- A discussion ensued regarding release of names within the data base and the privacy issues that must be considered.

#### VP Administration

- Minutes from the April meeting were approved. Action items were reviewed

and reported on.

#### VP Finance

- Mr. Martin made a report that there is a balance of over \$56,000 in the CLEP account and that bills from the CLEP/LOGSA Workshop must be settled.

#### VP Membership

- Mr. Connor reported that he expects increased membership from the attendees at the CLEP/LOGSA Workshop.
- Mr. Connor reported that June 2009 is renewal month and that he is working on strategies to improve member benefits with the expectation that renewals will increase.

#### VP Communications

- No outstanding issues.

#### VP Education

- Mr. Osborne suggested that the Board consider a three tier approach for the certification process for CLEP members: Apprentice, Mid-level and Senior based on practical experience and he continues to solicit input for final resolution.

#### Webmaster

- No report.

### 3. Status of Sections.

- Space Coast Section: No report
- Phoenix Area Section: Mr. Martin

reported that he is working on getting the Phoenix Section started.

- National Capital Section: No report
- Huntsville Area Section: With support from Mike Connor and Mike Osborne it's expected this section will grow rapidly upon completion of the CLEP/LOGSA Conference.
- West Coast Section: Plans underway for hosting a conference in March 2010. Mr. Ed Welch has the lead.
- Hampton Roads Section: No report

### 4. Action Items:

- Mr. DiDomenico will coordinate update of the website with the addition of Mr. Sciaroni as a Member of the Advisory Board
- Mr. DiDomenico is to coordinate with Mr. Rodock and Mr. Osborne regarding changes to the Education Section of the web page.

### 5. Other Business:

- The President addressed CLEP's connection to the RMS Partnership and the tax implications of 501C status and Not for Profit status.

### 6. Adjournment:

The meeting adjourned at 9:50 p.m. Eastern Time.

## LOGISTICS DOESN'T CHANGE

B.J. Silvey, Vice President-Finance, CLEP

Recently I was going through some old files and located an article by RADM Don Eaton, which I received at the Naval Post-Graduate School in December 1997. In this article, RADM Eaton proposed five Initiatives for Better Logistics by the 21<sup>st</sup> Century. These five initiatives were:

- Change the Culture;
- Maximize Technological Innovation for Logistics
- Reform Logistics Funding
- Improve Teaming
- Enhance the Education/ Training of Logisticians

So how have we done in 12 years? Change the culture - Nope, not by much. Logistics is still driven by outside factors that inhibit early-on logistics

tradeoffs, and result in later costs. I believe Program Managers are short-sighted by the nature of the system in which they operate- annual efficiency reports and annual funding streams. How could they be otherwise?

Maximize Technological Innovation for Logistics? We have made the most strides here and improvement has been revolutionary rather than evolutionary. New systems, equipment and processes have led to more efficient/ effective support of operating forces than ever before, and at greater savings in logistics costs. Of course, we are Americans and have a deep-seated belief that through technology we can solve all problems.

Reforming Logistics Funding? No real change. Annual budgets and allocations

are still the rule for Operating funds (O&M).

Improve Teaming? This is a road we have been down many times striving for better integration, however my belief is that we have a way to go yet. The reason is simply that the various team members have dissimilar motivations and these have not been effectively reconciled to date. Enhance the Education/ Training of Logisticians? Education and training is a bright note. New training technologies have been adapted and adopted. Distance learning is extensively used today. Simulations of all kinds are now widely used to teach all kinds of subjects. However, college

Continued on Page 12

## CLEP's Vice President-Education to Participate in "Defence Logistics 2009" Conference

Mike Osborne, CLEP's VP-Education, will be a Keynote Speaker at the upcoming Defence Logistics 2009 conference in London (<http://www.smi-online.co.uk/events/overview.asp?is=1&ref=3163>).

Mike will be presenting a paper titled "Performance Based Logistics – An Introduction" that will address topics such as Why PBL works, Latest policies and guidance being developed by the US DoD and Office of Secretary of Defense, and PBL distinctions between Performance Based Logistics and Performance Based Life Cycle Product Support.

He will also be moderating a discussion panel titled Military and Industry Initiatives to Maximise PBL Effectiveness. Participating as panelists will be: Major General Bengt Andersson, Chief of Logistics, Swedish Armed Forces; Rear Admiral Klaas Visser, Director, Weapon

Systems, Defence Material Organisation, Ministry of Defence, The Netherlands; and Dr Grace Lin, Chief Technology Officer and Director of Innovation and Emerging Solutions, Public Sector Supply Chain Management, IBM Global Business Services.

Mike will also conduct a workshop during the conference titled "Systems Engineering - The Gateway to PBL". This workshop will introduce a systems design interface technique that conveys supportability and producibility requirements to the design team and into the product design criteria. This technique derives true logistics requirements from lessons learned, assesses empirical data from customer data bases, and results in discrete and timely Supportability Design-to Requirements (SDTRs) and Producibility Design-to Requirements (PDTRs). An objective review of

traditional parameters and their limited capability will be compared with the SDTR/PDTR development process.

The workshop will redefine these SDTRs and PDTRs as the integrating functions for all the ILS Elements, where those functions synthesize and balance to effectively optimize total ownership costs (TOC) and reduce the logistics footprint. The workshop participants will be provided with a new perspective in engaging the design team with relevant, timely and articulate design-to requirements.

CLEP Members registering to attend this event will receive a discount. When registering, give your membership number and indicate that you are a CLEP member to receive this benefit.

## From the President - Continued from page 1

organizations. These included the following:

- Jotne EPM Technology
- Total Parts Plus
- PSA Systems
- Information Handling Service
- Concurrent Technology
- Defense Acquisition University
- NUWC Keyport
- BAE Systems DAU
- LOGSA

As I spoke with many participants, I found they were very pleased with the event. One was so pleased with the value that he is sending CLEP a check for \$300 due to the great value! A quote from his email is provided below:

"I'm mailing to you a check for the "CLEP Donors Club", if there is such a thing, if not start one. The CLEP/LOGSA workshop was such a great value and under priced, and I heard the treasury can use some seed money the next event. Many thanks for the extraordinary effort you and others put in to pull it off. It was fantastic!"

The conference participants complete survey forms with mostly positive results. 94% indicated their learning goals met. When asked "How would you rate the workshop overall on a scale of 1 to 5 (5 being the highest)?" the average number was an impressive 4.2. While there is

room for improvement, I believe CLEP in conjunction with LOGSA provided an excellent 3-day workshop for the very reasonable cost of \$199.

As we look to next year, I'm confident many will find the 2010 CLEP / LOGSA workshop to be even more outstanding than this recent event. It will continue to be held annually in Huntsville and will remain reasonably priced. Watch our website for updates on the 2010 workshop. We'll see you in Huntsville in 2010!

As an organization CLEP and its members are supporting many events that, like this workshop, help meet the goals in our mission statement. You will be seeing more information about these in our newsletters and on our website. Of particular interest are the following events:

- ASNE Naval Logistics Symposium 2009, 20-22 July 2009, Arlington, VA. Supported by the Council of Logistics Engineering Professionals.
- Defence Logistics – The Through Life Challenge, 9-10 November 2009, London, UK. In association with the Council of Logistics Engineering Professionals. Discount for CLEP Members.
- RMS Partnership DoDI 5000.02 and You, 17-18 November 2009,

Springfield VA. Supported by the Council of Logistics Engineering Professionals. Discount for CLEP Members.

- CLEP Regional Logistics Educational Seminar, "Logistics Integration in a Complex World©", March, 2010, San Diego, CA. Discount for CLEP Members.

Should you or your organization wish to work with CLEP to establish an educational event such as one of the above, please contact our V.P. Programs, Mr. William Horne, at [bhorne1@cox.net](mailto:bhorne1@cox.net).

On behalf of the Council of Logistics Engineering Professionals I would like to express our commitment to provide educational opportunities as expressed in our mission statement. Let us know how we can better serve your educational needs.

James L. (Jim ) Martin, C.P.L.  
President, The Council of Logistics Engineering Professionals

## LOGISTICS DOESN'T CHANGE – Continued from Page 10

courses in logistics are still rare. The real logistics education source remains the military schools systems. In summary, have we made progress, yes, but in peripheral areas. Much remains to be accomplished in the substantive areas.

This related to my experience of over 37 years in all areas of logistics, from systems and equipment acquisition to retail supply of operating forces; from providing things to supporting services (food service, laundry, mortuary, etc.). Much has changed, but the task that remains is that we still need to provide the operating unit the equipment and resources to accomplish the mission. When I started, we used consumption tables developed during WWII, in days of supply, and the computation formulae were based on operating levels, safety levels and requisition objectives. Later, in working with NICPs, I learned that the same basic formulae were still used, abet

amended, and implemented in computer programs, but none the less the same. We had a computer to "screw it up faster"! Today with the availability of high speed communications and directed transportation, direct support of operating forces is a reality. We can get a demand, buy and ship within hours, instead of days.

We have made remarkable progress, in the areas where we have a measure of control- Performance-Based Logistics is very successful in reducing total logistics costs. Technology applications are revolutionizing our ordering and delivery systems. Technical education and training in the military schools is without peer. Where logisticians have not been as able to effect change serious problems remain. Really effective teaming is still out of reach. because our procurement processes reject close ties between government

and contractor developers, for more than a short contract period. Then, the government wants to recomplete the outside work. Our annual funding and personnel evaluation processes continue to foster and reward short-term planning and execution. Logisticians are still not considered on a professional par with other engineering disciplines. These issues can only be corrected by our legislators. Change must be driven from above!

Discouraging- nope, but we can do better one project at a time, provided real change is made a priority by all concerned. Where do you stand?

( I would enjoy your feedback on this article, please send your comments to: silveymarbj@comcast.net)

## 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](http://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](mailto:iedpd@bellsouth.net) (VP Communications) or Bill Horne [bhorne1@cox.net](mailto:bhorne1@cox.net) (VP Programs) by email.

### The Council of Logistics Engineering Professionals



[www.logisticsengineers.org](http://www.logisticsengineers.org)

Join the Conversation, Discussion and Networking on LinkedIn at:

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### 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](mailto:membership@logisticsengineers.org).