

THE MONITOR AND MERRIMACK



Newsletter of the
Greater Hampton Roads Chapter
District 02 – Chapter 03
SOLE – The International Society of Logistics
July 2008
Copyright 2008 SOLE



Chapter Management Committee

Chapter Chairperson:

Carl Lilieberg

Vice Chair – Membership:

Charlie Littleton

Vice Chair – Admin:

Dan McLaughlin

Vice Chair – Finance:

Rick Treto

Vice Chair – Education:

Lee Morris

Vice Chair – Professional &
Technical Development

Vacant

Logistics Education

Foundation (LEF) Liaison

Vacant

Newsletter:

Carl Lilieberg

Web Master:

Charlie Littleton

District Director:

Jon Jay Buder DML

From the Chapter Chairman:

The long hot summer is with us and our chapter continues to be active in planning future local workshops and hosting superb guest speakers at our monthly luncheons.

This month's luncheon is being held at the #1 Chinese Buffet Restaurant in their meeting room and we are very pleased to have a second straight meeting highlighting transportation executives who are major influences on both the local and global economies. Our speaker is Mr. Rick Miller, the Director of Export Trades at CMA CGM (America) whose topic is "Challenges Facing Container Ship Lines in the Export Market". This is sure to be a must not miss opportunity to attend a luncheon featuring a representative of one of the world's largest container ship lines speaking on a very important topic.

Our annual election ballots are nearly closed out and we will announce and report our slate of officers for 2008 to 2009 later this month.

Everyone is reminded of SOLE's 43rd Annual International Logistics Conference and Exhibition which takes place from 17 to 21 August, 2008 at the Caribe Royale Orlando Hotel & Convention Center, Orlando, Florida. The theme of this year's meeting is "Logistics Transformation and the Global Economy."

The event takes place from 19-21 August. Workshops are scheduled from 17-18 August and the conference takes (Tuesday through Thursday). This is a superb location and a great opportunity to network and meet SOLE members (both international and stateside) while hearing superb presentations and panels on a variety of timely topics in support of the Conferences' theme. You can get all the details on registration at the SOLE Headquarters website at SOLE.org and we have details on the event in this issue of our newsletter (pages 7-10). I encourage all to consider attending this state-of-the-art event.

We had a superb joint meeting with the Tidewater Chapter of the NDTA, highlighted by the Virginia Port Authority's Deputy Executive Director, Jeff Keever, who provided a vision of Containership operations and facilities developments in the Norfolk area for the next four decades. His presentation "Port of Virginia – Positioned for Growth" drew over thirty five attendees and Jeff also fielded many incisive questions. We hope to have periodic opportunities to have joint sessions with our NDTA counterparts, especially when we have topics of mutual interest to our chapters. See you all at our 24 July Luncheon meeting!

Carl J. Lilieberg
Chairman

In this Issue:

CPL Corner	2
Calendar of Events	3
Article: Reprinted from AF Log Journal	4 & 6
July Monthly Meeting	5
2008 SOLE Intl Conference & Exhibition	7-10
Chapter Board Page	11

Certified Professional Logistician Corner



The next CPL Exam will be given in November 2008

1. Logistics creates place and time utility in goods and services through:
 - a. transportation to create place utility and the inventory maintenance and strategic location of goods and services to create time utility.
 - b. transportation, warehousing and planning.
 - c. transportation to create time and place utility.
 - d. physical distribution optimization to eliminate shortfalls in material.

2. Management in the logistics channel has as its basic objective:
 - a. providing the desired level of physical product availability in terms of quantities and the physical distance between the product and its customer at attractive cost levels.
 - b. offering the best physical service to the customer through consolidation of products for shipping.
 - c. providing high levels of physical product availability.
 - d. all of the above.

3. Distribution is important in the economy because:
 - a. it has developed a national transportation system.
 - b. distribution activities are part of all companies and 30% of all jobs are connected to the distribution activity.
 - c. it is efficient.
 - d. it is critical for national defense.

4. A trade-off is:
 - a. concerned only with decision outcomes and especially with inventory management.
 - b. concerned with comparing 2 strategies and choices.
 - c. concerned with outcomes of possible decision choices and selecting the best outcomes.
 - d. concerned with all possible outcomes.

5. The distribution trade-off areas involve:
 - a. transportation, inventory management, unitization and packaging, materials handling, storage and warehousing, procurement, communication and order processing, salvage and scrap disposal.
 - b. transportation inventory management, materials handling, procurement and warehousing.
 - c. communication and order processing, reliability and maintenance, production scheduling.
 - d. selective sourcing, local vs. central manufacturing, storage and control.

6. A distribution channel is:
 - a. a flow of material from one company to another.
 - b. made up of companies who move products only for a profit.
 - c. made up of companies who work together to coordinate the physical flow of the product. the set of all firms and individuals that coordinate to produce, distribute and consume the particular good or service of a particular producer.
 - d.

7. Physical distribution management aims to accomplish:
 - a. efficient management of the flow of goods from point-of-origin to point-of-consumption at the macro (society) or micro (firm) levels through successfully planning, implementing, and controlling a multitude of distribution activities.
 - b. addition of time and place utility to products.
 - c. materials flow through logistics, materials management, and storage.
 - d. optimum balance of life cycle cost and satisfaction of demand.

8. The outputs of management actions in Physical Distribution Management are:
 - a. marketing orientation, efficient movement to customer, time and place utility, and creating a proprietary asset for the company.
 - b. marketing orientation, efficient movement to the customer, and time and place utility.
 - c. enhancement of a company's marketing efforts.
 - d. creation of time and place utility.

9. Studies have shown that distribution costs comprise:
 - a. over 21 % of the total sale price of products.
 - b. 21 cents of every \$1 worth of sale value.
 - c. 50 cents of every dollar Americans spend on goods.
 - d. 50 cents of every dollar spent on capital equipment.

10. An efficient Distribution Management System can be shown as an intangible asset on the firm's books because:
 - a. a firm can lower costs and increase market share because of distribution efficiencies.
 - b. a firm can increase prices because of higher service levels and increased customer goodwill.
 - c. it is similar to a patent, copyright, or trademark.
 - d. all of the above.

Please see answers on page 3

Calendar of Events

ASNE	Dinner Meetings:	Every 3 rd Tuesday, Springhill Suites, Newtown Road, Va. Beach, (1800-1900 Social Hour); 1900-2030 Dinner and Program; Reservations: Mary Morgan (757) 495-1970.
SOLE	17-21 August 2008	SOLE 2008 "Logistics Transformation and the Global Economy", 43 rd Annual Intl. Logistics Conference and Symposium, Caribe Royale Orlando, Orlando, Florida Registration: Phone: 301-459-8446 Fax: 301-459-1522 solehq@erols.com www.sole.org

Answers			
1	a	6	d
2	a	7	a
3	b	8	a
4	b	9	b
5	a	10	a

July Management Committee Meeting

Our Management Board (Vice Chairs) will hold their monthly Business Meeting Monday, 21 July from 5:00 to 6:30 PM at the Lifecycle Engineering Offices on Robinhood Road., Norfolk, Virginia. All interested members or local logisticians are invited to join us. (Please call 7657-857-1311 – extn 4203 for directions and to express you desire to join us).

GHRC Management Board

Analysis: KC-135 Lean Fueling Operations

(Extract Reprinted from Winter 2007/2008 Air Force Logistics Journal) Vol. XXXI, No. 4

By MAJ Bruce Heseltine, USAF



Introduction

Over the past several years, fuel costs have risen dramatically. At the same time, United States Air Force Mobility Command (AMC) is facing some very significant challenges.

- Personnel Cuts
- Engaging in the Global War on Terror
- Aggressively working to recapitalize its aging KC-135 tanker fleet
- Reduced budgets and ever-increasing oil prices
- Inefficient operational practices

Changes must be made to reduce consumption of fuel, while maintaining mission effectiveness. This paper addresses significant potential savings associated with the implementation of an aggressive lean fuel savings initiative in the KC-135 community.

Lean

It is important to lay the foundation of what is meant by a lean fuel initiative. Womack and Jones define the basic principals of Lean* as

- Specifying Value
- Identifying the Value Stream
- Flow
- Pull
- Perfection

The Specific Value of this fuel savings proposal is an enhanced, effective, mission planning and execution program

that achieves greater efficiencies through reductions in fuel consumption. As the product in this case is an air refueling mission, the Value Stream consists of all specific actions required to achieve mission success, both on the ground and in the air. In the KC-135, Flow starts with mission scheduling and planning, and includes every step in the process until both the aircraft and the aircrew are assigned their follow-on mission tasking. The goal in addressing flow is to identify steps in the process that are wasteful. In other words, what steps are aircrews and mission support personnel taking that are not necessary to accomplish the mission? The Pull step in the lean tanker process entails the allocation of fuel to an assigned or tasked aircraft and aircrew mission planning and execution. The goal is to identify extraneous actions or waste while continuing to meet mission needs. Implementing a plan to transition fueling from a standard ramp load to as required to meet mission needs. Implementing a plan to transition fueling from a standard ramp load to as required to meet operational requirements would achieve this goal. Finally the Perfection step in the lean fuel process occurs by thoroughly assessing post-mission data to determine if the mission was flown as efficiently as possible and to further identify areas of improvement. This thorough review can identify trends that could speed the mission planning process, and eliminate steps deemed nonessential to the success of the mission.

The International Air Transportation Association (IATA) asserts that accurate and efficient fuel management will actually improve safety because it requires additional attention, accuracy, increased situational awareness, and can reduce overall fuel budget by 5 percent. ** To achieve enhanced mission efficiencies, this article proposes a leaning of the current KC-135 mission planning process and the elimination of the currently practiced standard ramp fueling procedures. The goal is to "instill a culture of energy awareness in planning, scheduling, and execution of all AMC activities in the planning, scheduling and execution of all AMC activities from support through training to mission execution. ***

The following questions are addressed in this article:

Do AMCX and AETRC KC-135s ferry unneeded gas?

What course or courses of action should AMC and AWTC take to improve tanker fuel efficiency?

A review of the applicable literature led to the following research hypothesis: Implementing airline and cargo industry practices of fueling aircraft only as necessary to meet mission requirements will increase KC-135 fuel efficiency.

Historic Fuel Practices

Traditionally, KC-135 aircraft have been fueled to the maximum load for a worst-case mission scenario, which affords maximum

flexibility. This practice, generally, is accomplished the night before a planned mission. A limitation to an amended fueling practice is the perception that refueling aircraft the night before is essential, because units do not have adequate capability (manpower or equipment) to fuel aircraft just a few hours prior to the flight. The first hurdle is to overcome this mindset and demonstrate how changing the standard refueling sequence of events is in everyone's best interest.

Aviation industry success is very cyclic in nature. Declining profits are quite often a direct result of rising fuel prices and fuel practices. According to one industry estimate, every one cent per gallon increase costs the industry \$160M. ****

There is no indication that the future will see a decrease in fuel prices, so organizations must increase fuel economy. According to the International Air Transportation Association (IATA), a 1 per cent improvement in fuel efficiency across the airline industry can lower fuel costs by \$700M. + The Department of Transportation has set the goal of improving fuel efficiency per revenue plan mil by 1 per cent per year through 2009 which they estimate will save commercial carriers \$2B per year.

Fuel Savings Options

The Air Force has identified several methods to save fuel. The Air Force Scientific Advisory Board (AFSAAB) indicated the potential for a 5 percent increase in fuel efficiency through "optimization of aircraft operations, engine out taxi, optimum auxiliary power unit usage and optimal route planning." AMC Pamphlet 11-3 states that one way to conserve fuel during the approach and landing phase of flight is to fly short vectors delay configurations until close to final approach. ++ Early flap and gear extension can cost up to 100 pounds per minute, and fuel flow increases approximately 50 percent when configured. A recent study of KC-135 pattern operations identified the potential savings of completely retracting the flaps during instrument pattern operations. The standard practice for KC-135s to fly crosswind and downwind portions of the radar pattern with flaps extended to the 20 degree setting. These patterns are currently flown at approximately 180 knots indicated airspeed. (KIAS) and can take as long as 15-20 minutes per pattern. The study discussed benefits of flying the pattern at speeds of 220 KIAS with the flaps up to increase pattern time and increase fuel efficiency. Data indicates that this modified pattern flown by KC-135s at Altus Air Force Base (AFB), Oklahoma, could result in a \$1M to \$1.5M annual fuel savings (2.4 percent) as well as potentially generating up to 18 additional flying hours per month. +++

Additional significant fuel savings could be attained through the use of reduced engine operations during ground taxi. Several commercial carriers have studied taxiing on one engine whenever possible and in the case of American Airlines, this practice has resulted in a 30 percent fuel reduction and \$4M in annual savings. ++++

(CONT'D PAGE 6)

Luncheon Meeting

**SOLE – The International Society of Logistics
Greater Hampton Roads Area Chapter**



**Thursday July 24, 2008
11:30 – 1:00 PM**

#1 Chinese Buffet, 7635 Granby Street
Norfolk, Virginia

Guest Speaker:

Mr. Rick Miller

**Director, Export Trades
CMA CGM (America) LLC**

Topic:

“Challenges Facing Container Ship Lines in the Export Market”

**Please RSVP by contacting our Membership Chairman, Mr. Charlie Littleton at clittleton@LCE.com or
phone him at 757-857-1311 (4203) or Carl Lilieberg at 896-5335
NLT 4 PM Wed. 23 July 2008.**

Please join us for a luncheon of great food, professional contact, and an informative logistics presentation. Spouses and guests, bosses and co-workers are welcome and you DO NOT need to be a SOLE member to attend!

Driving Directions: From 1-64 E through the HRT. Take the I-564 exit onto US 460W (Granby St/Naval Base). Take the left ramp to Granby. Turn right onto Granby and the restaurant is on your right after passing the railroad crossing. From 1-64 W: Take I-64W to VA 165-Little Creek Road off ramp onto Taussig Blvd. Turn left onto Granby St. and after crossing the railroad restaurant is on your right

KC-135 Lean Fueling Operations (Cont'd)

Ground Support Functions

Using an industry model, fuel would not be loaded onto the aircraft until the last possible moment. At a specified time (for example, 6 hours prior to aircrew show time, maintenance personnel would begin to accomplish all required preflight activities. This aircraft generation process requires one fuel personnel and a crew of two to three maintenance personnel, as well as a fuel truck to pump fuel. When the require mission fuel quantity has been finalized by the dispatch center, fuel then begins loading onto the aircraft. The fuel finalization process is the 'key component of a successful mission fuel reduction effort.

Service management tools such as Gantt project charts could be useful when considering the generation of aircraft as a project and mapping out the fueling process from the time the aircraft lands to the scheduled departure time of the aircraft's subsequent mission. Quite often fuel trucks and fueling crews move from aircraft to aircraft in order of departure priority which is not necessarily based on aircraft parking locations. Network diagrams could be developed to identify the shortest routes for fuel trucks to travel from transportation storage locations to their assigned aircraft parking location.

Potential benefits that could be achieved are increases in both manpower and equipment efficiency through decreases in the time required to accomplish dispatched fueling system tasks.

Dispatch Operations

Under a central dispatch system, aircraft would be fueled to the proposed fuel load beginning 2 hours prior to aircrew show time (unless more time is needed to accommodate larger fuel loads).

Aircrew Training

The next step in improving fuel efficiency is the development of an aircrew training syllabus that would encompass the new mission planning procedures. Crews should be trained during initial qualification to accomplish mission planning using the central dispatch mission process and targeted fuel loads. A scenario-based KC-135 mission planner course should also be developed to create energy awareness. This course should expose aircrews to mission tasking, planning,

Development of AMC Energy Division
AMC should consider the development
Of an energy division consisting of
Operations and logistics personnel whose
primary tasks consist of monitoring fuel
consumption rates and continuously exploring
industry fuel consumption rates. This office
would develop a briefing consisting of industry
best practices and then travel to each AMC
unit to discuss issues with aircrews
and logistics personnel in a combined
forum.

Culture Change

The prevailing theme of site visits to several
Commercial air carriers is that successful
Change is not easy; however, there are some
lessons that can be learned. At United,
Increasing fuel efficiency was taken so
seriously by the company that they placed
One of their most senior and experienced
pilots in charge of the efforts as Manager
of Operational Efficiency. This gave signifi-
cant credibility to the effort. They also
focused on training their pilots and
dispatchers together which helped them to
develop and maintain efficiency gains.

Conclusion

The focus of this research was on increasing
KC-135 fuel efficiency through mission
planning enhanced by Lean principles. By
implementing targeted fuel loads and a
central dispatch system, significant fuel
savings are possible. The concepts and
findings addressed could be tailored to
various AMC aircraft mission processes.
AMC is the largest consumer of fuel in the
DoD, and flew over 142,000 sorties in 2005.
"If \$200 were saved on every sortie, then the
command could save over \$28M per year.
While \$28M is a significant amount of money,
initial indications show the possibility of
savings in excess of \$160M per year through
the application of major fuel efficiency
initiatives across the command." ^

Major Bruce PI Heseltine is currently the executive officer, United States Air Force Expeditionary Center, Fort Dix, New Jersey. At the time of the writing of this article, he was a student at the Advanced School of Air Mobility, Air Force Institute of Technology, Fort Dix, New Jersey.

Extract End Notes

* James. P. Womack and Daniel T. Jones, Lean Thinking, Banish Waster and Create Wealth in Your Corporation, New York: Free Press, 2003

** International Air Transportation Association, 2004, Guidance Material and Best Practices for Fuel and Environmental Management (Online) Available: <http://www.iata.org/>. provided by Martine Carvalheira, at carvalheim@iata.org, accessed on 1 December 2006

*** JAMEWS m. Rusbush and Martin Walsh, "AMC Fuel Efficiency Initiatives – Policy and Execution," briefing, 28 August 2006

**** Alexander T Wells and John G. Wensveen, Air Transportation, A Management Perspective, Belmont/Brooks-Cole – Thompson Learning, 2004.

+ International Air Transportation Association, Efficient Operating Procedures, (Online) Available: <http://www.iata.org/whatwedo/aircraft> Operations/fuel/action/accessed 1 December 2006.

++ AMC Pamphlet 11-3, Air Mobility Command, Birds Fly Free, AMC doesn't, An Aircrew Guide for Efficient Fuel Use, January 2007.

+++ Donald R. Kennedy, KC-135 Fuel Savings with Improved Training, Efficacy, Consolidated Resonse to MWS Concerns," briefing 97th Operations Group, Altus AFB, Oklahoma, August 006.

++++ David Grossman, "Conserving Fuel Make Dollars and Sense for Airlines," USA Today, (online) Available: www.usatoday.com/travel/columnist/grossman/2005-10-03, accessed 1 December 2006.

^ Mark F. Krusac, personal commuication, 11 August 2006.

Famous Quotes:

If you had to sum up what makes a good manager, I'd say decisiveness. You can use the fanciest computers to gathers numbers, but in the end you have to set a timetable and act." - Lido Anthony (Lee) Iacocca

"If opportunity doesn't knock, build a door." - Milton Berle

SOLE – The International Society of Logistics
presents

SOLE 2008

43rd Annual International Logistics Conference and Exhibition

[Caribe Royale Orlando, Orlando, Florida](#)

17 –21 August 2008

Workshops: 17-18 August 2008

Conference: 19-21 August 2008

LOGISTICS TRANSFORMATION AND THE GLOBAL ECONOMY

[**Register Online Now! for Special Discounts...**](#)

at SOLE.org

SOLE - The International Society of Logistics is proud to present three full days of exciting, educational and topical proceedings, designed to provide logisticians from all countries a unique bridge to the future based on logistics transformation. Some of the world's leading subject matter experts will lead the conference attendees in addressing a broad spectrum of issues critical to understanding the significance of logistics transformation in today's economy.

Under the leadership of this year's General Chair, **Charles P. Nemfakos**, former Deputy Undersecretary of the Department of the Navy and elected Fellow of the National Academy of Public Administration, the conference has been structured to explore logistics transformation as it impacts on and is impacted by the global economy. The three-day symposium will – from both strategic and operational perspectives – horizontally examine the issues and relationships surrounding logistics transformation. Focal areas include:

- Human capital development
- Information transparency
- Asset visibility
- Industrial cohesiveness and productivity
- Penetrating global market share
- Technology capitalization
- Operating footprint maximization
- Inter/intra-enterprise integration
- Globalization

Day 1 (Tuesday, 19 August 2008) will lay the foundation for the conference by exploring **Infrastructure and Logistics Transformation**. From DoD, industry and academic vantage points, the presenters throughout the day will address the affects of transformation in all sectors on the global economy. Both organizational and physical infrastructure investments will be examined in their roles as critical components of logistics transformation.

Keynote Addresses: Setting the stage for the symposium, **Dr. Yossi Sheffi**, Director of the Engineering Systems Division at MIT and Director of the MIT Center for Transportation and Logistics, will address how a company's or organization's investments in resilience can be turned into not only competitive advantage but also insurance for survival and prosperity. Dr. Sheffi, author of *The Resilient Enterprise: Overcoming Vulnerability for Competitive Advantage*, will suggest both tools for companies to reduce the vulnerability of the supply chain they live in; and provide examples and methods that provide a rich set of lessons in preparing for and managing disruptions.

2008 SOLE International Conference and Exhibition (Continued)

- **Plenary Round Table – “Investing in Infrastructure.”** Moderated by **Charles P. Nemfakos**, senior executives from the private sector and government will discuss infrastructure needs in the global economy, future investments required, and the opportunity to affect these investments in a manner to deliver logistics transformation.

- Scheduled such that all conference attendees will be able to participate in both offerings, **Moderated Panels** will talk to the challenges in acquiring a talented government and industry logistics workforce capable of meeting the needs of the Department of Defense in the next decade.

-- **“Physical Infrastructure and the Global Economy”** will address – from an industry, defense and academic standpoint – some of the efforts ongoing to apply a systems approach to infrastructure investment decisions to extract maximum economic gains from logistics transformation.

-- **“Organizational Infrastructure and the Global Economy”** will address the impact of transformation on the organization, the role of the logistician in that transformation, and the affect of the transformation on the individual, the organization and the global logistics enterprise.

- Concurrent **“Best Practices” Paper Presentations** will focus on such infrastructure issues as adaptive planning as part of a transformative organizational culture; business process modeling for logistics agility and flexibility; enterprise resource planning systems integration with engineering systems; relationships between design/produce and support; the importance of a transformative logistics infrastructure in disaster preparedness and response; and matching logistics chain output to enterprise requirements

Day 2 (Wednesday, 20 August 2008) Capitalizing on both the global focus of the conference and the participation of presenters from the EU, Asia-Pacific rim, Africa and the US, Day 2 (Wednesday, 20 August 2008) will provide the framework for the process of logistics transformation, and includes:

- **Plenary Round Table – “Global Aspects of Logistics Transformation.”** The need for agility, transparency and robust communications that drives logistics transformation in industry is equally critical to transforming national security and defense operations. Moderated by **Louis A. Kratz**, Vice President and Managing Director, Focused Logistics Enterprise, Lockheed Martin, senior military logistics leaders from Australia, Singapore, Taiwan and the United Kingdom will share their experiences and views on their countries' defense logistics transformation initiatives.

- Day 2's **Moderated Panels** will explore the need for leadership to make workforce development investments, to include establishing a culture conducive to both organizational and individual transformation.

-- **“Continuous Process Improvement to Achieve Logistics Transformation”** will be addressed by industry, DoD and NASA representatives currently faced with the challenges inherent in transforming logistics processes to support major mission and operational changes.

-- **“Human Capital Development as a Prerequisite for Logistics Transformation”** will focus on minimizing the paralysis and resistance that occurs when faced with the significant organizational and cultural changes that are required for or arise from logistics transformation;

Day 3 (Thursday, 21 August 2008) With the theme focusing on technology as a driver of logistics transformation, Day 3 (Thursday, 21 August 2008) will address not only the impact of technology on logistics transformation, but also the impact of logistics transformation on the development of technology.

- **Plenary Round Table – “The Global Economic Trends Driving Logistics Transformation.”** Moderated by **Michael A. Dignam**, President of Lockheed Martin's PAE Group, senior executives from the private sector and government will discuss the interrelationship between the enhancements in productivity brought about by logistics transformation and the resultant economic security.

2008 SOLE International Conference and Exhibition (Continued)

- The conference's morning **Moderated Panels** will provide insights into advancements in technology to support both logistics transformation and – ultimately – global sustainability.

-- "**Transformational Advancements in Logistics Technology**," where the panelists will focus on the technologies that are driving and/or being driven by logistics transformation initiatives within the defense, space and commercial sectors.

-- "**Logistics for Global Sustainment**," in which the panelists will address the logistics transformation focus necessary to enable global sustainment, both near- and long-term.

- Concurrent "**Best Practices**" **Paper Presentations** will conclude the technology discussions. Presenters will offer their insights into the confounding effect of information in establishing flexible supply chains, trade-offs through technology and best practices to achieve sustainable logistics, and applications of digital modeling tools that save time, effort and dollars.

Setting the stage for SOLE 2009, SOLE 2008's General Chair, **Charles P. Nempfakos**, will end the conference's technical program with a Closing Plenary on **The Logistics of Global Security**. Senior leaders from industry, defense and academia will explore how logistics transformation serves as a platform for not only national but also global security – both economic and physical.

Exhibit Hall: Underlying all dialogues/presentations and the exhibitions are the themes of logistics technology development for organizational transformation and human capital development.

The Exhibit Hall will open with a reception on Monday evening and will close Wednesday afternoon. Major providers of logistics products and services – from the government and private sectors, as well as academia – will demonstrate their capabilities. To ensure optimum access to these displays, the Reception on Monday, lunch on Tuesday and Wednesday and refreshment breaks will be held in the Exhibit Hall.

Workshops: As in the past, pre-conference technical workshops will be presented on Sunday and Monday. Workshops currently scheduled include:

- **Interdependency and Resilience: Exploring the Potential of the New Voluntary Business Preparedness Certification Program** (4 hours, Sunday AM, 17 August 2008)

Recent US federal legislation requires DHS to establish a voluntary business preparedness accreditation and certification program. This workshop will explore the program's potential impacts from individual enterprises to the global economy. Specific topics will include: (1) legislative provisions and status of ongoing program development, (2) how the program should be designed and implemented in order to build on existing standards and best practices in the areas of logistics and supply chain management, and (3) the program's potential to promote resilience among interdependent global logistics systems. The workshop will be led by Dr. Matthew C. Statler, Associate Director, International Center for Enterprise Preparedness (InterCEP) at New York University (NYU), an academic research center currently seeking to gather private sector inputs and communicate them to key program stakeholders.

- **Reliability for High Consequence Systems** (4 hours, Sunday PM, 17 August 2008)

This workshop, led by Drs. Robert Cranwell and George Sanzero of Sandia National Laboratories, will provide attendees with case studies and strategies for the successful design for reliability for critical high consequence systems. The focus will be on those critical capabilities to support system efforts: modeling and simulation, optimization algorithms, establishment of data bases, data uncertainty characterization, and training and technical support.

- **Developing the Lean Six Sigma Champion** (8 hours, Monday, 18 August 2008)

Lean Six Sigma Champions are critical to any successful Lean Six Sigma deployment. They ensure projects are aligned with the strategic level business objectives, influence the speed of implementation through prioritization, assignment, and tracking of projects to successful completion. Conducted by Martin (Marty) Sherman, Director of the Defense Acquisition

2008 SOLE International Conference and Exhibition (Continued)

University's Lean Six Sigma Learning Center of Excellence, this course will cover: Introduction to Lean Six Sigma, Practical Exercise, Champion roles and Responsibilities, Project Selection, and Tollgate Reviews. In addition to the SOLE training certificate, attendees will be issued a "Lean Six Sigma Champion" certificate from DAU. All workshop participants will receive copies of both "The Lean Six Sigma Pocket Toolkit" (George, Rowlands, Price and Maxey; McGraw-Hill, 2004), and "What Is Lean Six Sigma?"

• *Weapon System Maintenance and Sustainment Enterprise Modeling* (4 hours, Monday AM, 18 August 2008)

Led by LMI Research Fellows Andrew J. Ogan and Kiana J. Moore, this workshop will familiarize participants with the maintenance decisions and potential support issues involved in sustainment support. Using an interactive game that simulates the effects of weapon system maintenance decisions on both operation and system support costs, participants will be divided into teams to facilitate discussion and learning. These teams will make decisions as the senior managers of the repair enterprise for the fictitious Zephyr system as operations are underway in three theaters. Players will progress through four periods of play and observe and discuss the results of their decisions after each period. While other aspects of sustainment are modeled within the game, the primary emphasis is on fundamental maintenance decisions and their outcomes. Attendees will take away from the workshop an increased understanding of maintenance policy decisions.

Special Events: A number of special events are planned, including the Opening Reception and book signing on Monday evening in the Exhibit Hall, a Welcome Reception on Tuesday evening, and both the President's Luncheon and the annual Awards Banquet on Thursday. Keep checking the SOLE Web Site at www.sole.org for more details about the SOLE 2008 Technical Program and Workshops.

Registration & Exhibits:**SOLE - The International Society of Logistics**

8100 Professional Place, Suite 111
Hyattsville, Maryland 20785-2229 USA
Phone: 301-459-8446
Fax: 301-459-1522
solehq@erols.com
www.sole.org

GHRC Executive Board Officers:

Carl Lilieberg 757-896-5335
Chairman

Charlie Littleton 757-857-1311(4203)
Membership Vice Chairman

Rick Treto 757-578-3338
Finance Vice Chairman

Lee Morris 757-464-5252
Education Vice Chairman

Dan McLaughlin 757- 462-4316 (365)
Administration Vice Chairman

Greater Hampton Roads Chapter

District 02 Chapter 03

5200 W. Mercury Blvd.
Suite 250, Newport News,
Va. 23605

PHONE:
(757) 896-5335
FAX:
(757) 896-5237

E-MAIL:
Carl J.Lilieberg@ngc.com

We're On the Web!
www.ghrc-sole.org

GHRC still has Vice-Chair Positions!

Even though our annual election of officers is closing out, SOLE Operating Procedures still allow members to be nominated after elections are closed out. Taking on a Vice-Chairmanship is a great opportunity to both give your time and effort to future the goals of both our local chapter and SOLE Headquarters in development of logistics both locally and internationally. We currently have vacant positions for Vices for Administration, LEF, and Professional Development. Please call Charlie Littleton at 757-857-1311 (4203) if you desire to volunteer for one of these positions.

Carl Lilieberg

SOLE Information

SOLE-The International Society of Logistics is a nonprofit professional society composed of individuals devoted to enhancing logistics technology, education, and management. For further information on SOLE or this chapter, contact any of the individuals listed on the front page of this newsletter.