

THE MONITOR AND MERRIMACK



Newsletter of the
Greater Hampton Roads Chapter
District 02 – Chapter 03
SOLE – The International Society of Logistics
October 2009
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From the Chapter Chairman:



The Holiday months lie ahead but first we face Halloween on a Saturday! October also means our SOLE Chapter installs our new Management Team for the new Fiscal Year and we have two new elected Vice Chairs who bolster our ability to move forward with new initiatives. **Dr. Catherine Elder** will swear in our new Chapter Management Team. Our chapter is very proud of her election to the new SOLE Headquarters Board of Directors.

Our Monthly Luncheon is next week on Wednesday, the 14th and we have a superb presentation by **Mr. Jesse Hines**, the Vice President of Logistics and Material Management, Operation SMILE, a vital and highly successful international medical program. We are indeed fortunate to have such a wonderful program based here in Norfolk, Virginia. We also hope to have time for **Lee Morris (CPL)** to brief us on some of the highlights of SOLE's August 2009 Conference and Exhibition.

We had a great turn out for our tour of Kettler International operations (see article on page 7 of this newsletter). **Mr. Ludger Busche** was a superb host, highlighting the fact that their American operations are here in Virginia Beach! Our thanks to **Brandon Cholek** for arranging this event.

We highlight the President of SOLE, **Mr. Jeffery L. Schafer**, DML, presenting our Chapter Awards for the 2008-2009 year on page 8 **Holley Tatem's** receipt of a well-deserved Field Award and **Lee Morris** receiving the Chapter Gold Newsletter Award and the prestigious President's Award for Merit.

We already have a very full slate of great speakers set up for 2010 and our District and SOLE Headquarters are actively working on a second **Professional Development Forum** to be held 25-26 March 2010.

We have a newly elected District 02 Director, **Dave Floyd**, CPL who is also the Washington Chapter Chairman. Congratulations, Dave. We also thank our outgoing District Director **Jon Buder**, DML, for his many accomplishments and successes.

Carl J. Lilieberg (outgoing)
Chairman GHRC SOLE

Coming Events:

Oct. 14, Mr. Jesse Hines, VP of Logistics and Material Management, Operation SMILE

**10 November, 11:30 to 1 PM
GHRC Luncheon
Mr. Steve Carmel, Senior VP, Maritime Services, Maersk Line, Ltd, "Global Logistics Operations and Their Impact on the Tidewater Area"**

9 Dec., Capt Bob Gannt, ACOS for Logistics & Financial Mgt, Navy Expeditionary Combat Command (NECC)

20 Jan 2010, STIHL Tour (planned), Virginia Beach

17 Feb 2010, Mr. Russell Held, Virginia Port Authority – "Competitive positioning at the Port of Virginia,

**17 March – NASA Space Shuttle Refurbishment
* GHRC Luncheons at Ward's Corner #1 Chinese Restaurant**

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Certified Professional Logistician Corner



The next CPL Exam
will be given in
November 2009

Contracts: Contracts are an important part of any logistics effort. A contract can be as simple as a bill of lading for shipping goods or as complex as an acquisition document for a new weapons system.

Testing of any new product is equally important. Testing can be as simple as a taste test of a new product in a grocery store to a full-scale test program for a new aircraft. (Ref: SOLE Spectrum: Jan-Feb 1998, by James E. Perlberg, CPL).

References: Integrated Logistics Support by James Jones
Logistics Engineering and Management by Benjamin Blanchard

1. Which items are essential elements of a contract?
 - a. Offer, condition, acceptance
 - b. Offer, acceptance, fulfillment
 - c. Condition, acceptance, fulfillment
 - d. Acceptance, fulfillment, release
2. The most rigid type of contract is the:
 - a. Cost plus fixed fee contract
 - b. Time and materials contract
 - c. Service contract
 - d. Firm fixed price contract
3. A contract that includes provisions for payment of premiums for accelerated deliveries is the:
 - a. Cost plus fixed fee contract
 - b. Time and materials contract
 - c. Incentive contract
 - d. Firm fixed price contract
4. Which contract type could contain incentive clauses?
 - a. Cost plus fixed fee contract
 - b. Time and materials contract
 - c. Service contract
 - d. All of the above
5. Test planning begins:
 - a. At the beginning of the detail design phase
 - b. After the logistics support plan is completed
 - c. Early in the conceptual design phase
 - d. At the completion of the detail design phase
6. The producer's risk in a test plan is:
 - a. The probability of rejecting a good lot that Meets specifications
 - b. The probability of accepting a bad lot that does not meet specifications
 - c. The probability of rejecting a bad lot that does not meet specifications
 - d. The probability of one part in a sample lot Being defective
7. The consumer's risk in a test plan is:
 - a. The probability of rejecting a good lot that meets specifications
 - b. The probability of accepting a bad lot that does not meet specifications
 - c. The probability of rejecting a bad lot that does not meet specifications
 - d. The probability of one part in a sample lot being defective
8. Production sampling tests are examples of:
 - a. Type 1 testing during design phase
 - b. Type 2 testing during the production-construction phase
 - c. Type 3 testing during the Production-construction phase
 - d. Type 4 testing during the Production-construction phase

Please see answers on page 3



Near term Calendar of Events

ASNE	Dinner Meetings:	Every 3rd Tuesday, Springhill Suites, Newtown Road, Va. Beach, (1800-1900 Social Hour); 1900-2030 Dinner and Program; Reservations: Mary Morgan (757) 495-1970
	October 21, 2009	Dinner Meeting, featured speaker: RADM J. Clark Orzalli, USFFC N43, Director of Maintenance
SOLE		
District 02	PDF 2010	Newport News OMNI Hotel, Newport News, Virginia (25-26 March 2010)
GHRC SOLE	October 14, 2009	Monthly Luncheon at the #1 Chinese Restaurant, Ward's Corner, Norfolk, Virginia featuring Mr. Jesse Hines, VP for Logistics and Material Management, Operation SMILE
SOLE/NDTA Tidewater Joint Meeting	November 14, 2009	Joint Luncheon at the #1 Chinese Restaurant, Ward's Corner featuring Steve Carmel, VP, Marine Services, Maersk Lines,

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

**SOLE – The International Society of Logistics
Greater Hampton Roads Area Chapter
Wednesday October 14, 2009
11:30 – 1:00 PM**

#1 Chinese Buffet, 7635 Granby Street
Norfolk, Virginia
Phone: (757) 423-8880



Mr. Jesse Hines
VP for Logistics and Material Management
Operation SMILE

Please RSVP by contacting our Membership Chairman, Mr. Charlie Littleton at clittleton@LCE.com or phone him at 757-217-3575 or our Chairman, Carl Lilieberg @ 757-896-5335/Carl.J.Lilieberg@ngc.com NLT 4 PM, Monday, 12 October 2009. Please join us for a luncheon of great food, professional contact, and a timely and informative logistics presentation. Spouses and guests, bosses, and co-workers are welcome and you DO NOT have to be a SOLE Member to attend! Cost: \$15.00 (Cash or Personal Check ONLY) (costs covers meal and gratuity).

Driving Directions: From I-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 I-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.



2010 Calendar Greater Hampton Roads Chapter Monthly Schedule

	Business Meeting	Lunch/Tour	Topic
January	11	20	STIHL Tour
February	8	17	Competitive Positioning at the Port of Virginia” Mr. Russell Held
March	8	17	NASA Space Shuttle Refurbishment
April	12	20	DLA Norfolk Depot Tour

Famous Quotations

(Reprinted from the AF Logistician Quotes, Volume 2)

Danger gleams like sunshine to a brave man’s eyes.

Euripides

The Dell Theory of Conflict Prevention argues that no two countries that are both part of the same global supply chain will ever fight a war as long as they are each part of that supply chain.

Thomas L. Friedman

Underway replenishment was the US Navy’s secret weapon of World War II.

Adm Chester W. Nimitz, USN

When you do battle, even if you are winning, if you continue for a long time it will dull your forces and blunt your edge.... If you keep your armies out in the field for a long time, your supplies will be insufficient. Transportation of provisions itself consumes 20 times the amount transported.

Sun Tzu

If politics is the art of the possible, logistics is the corresponding science.

Thomas M. Kane



Greater Hampton Roads Chapter
SOLE - The International Society of Logistics

Chapter Business Meeting

Due to schedule conflicts related to the Labor Day holiday and individual member travel schedules, our Management Team was unable to hold its monthly Business meeting.

BOOK REVIEWS.

Gators of Neptune: Naval Amphibious Planning for the Normandy Invasion, by Christopher D. Yung

Annapolis: Naval Institute Press, 2006. Pp. xx, 292. Illus., maps., Tables, gloss., notes, biblio., index. \$34.95. ISBN:1-59114-997-5.

Gators of Neptune provides a look at the background, conception, planning, organization, and execution of the D-Day landings.

It actually treats the subject on several levels. To begin with, there is a comprehensive examination of the technical and logistical aspects of the operation, which remains the most complex landing ever undertaken. So we learn a great deal about the supply of landing craft, arrangements for naval escorts and gunfire support, the intricate planning necessary to mesh operations by naval, air, and ground forces, and more, including lots of training (with a good concise discussion of Slapton Sands).

But Yung, a seasoned naval analyst, didn't stop there. He frames the tale by examining the evolution of both British and American amphibious doctrine, which differed in important ways, requiring complex negotiation among the commanders and their staffs to hammer out a common doctrine. In dealing with this aspect of the planning, we are treated to some critical portraits of many of the leading figures on both sides. This is in many ways the most valuable part of the book, for by looking at the planning for D-Day through the experiences, personalities, ambitions, and inter-relationships of the principal commanders – Bertram Ramsay, Andrew Cunningham, Harold Stark, Philip Vian, Alan Kirk, and others – Yung turns what could easily have been a very dry, even boring technical account of operational planning and logistical management into a very readable work.

Gators of Neptune is likely to be of particular interest to students of World War II in Europe, amphibious operations, and naval history in general. Reviewer: A. A. Nofi

**GHRC Tour of Kettler, Intl. Operations
w/Luncheon at Bubba's Deli and BBQ
September 30, 2009**



Our 30 September Tour of Kettler International Operations in Virginia Beach was a well-attended affair. Mr. Ludger Busche was our gracious host. Ludger provided our attendees with an historical briefing and summary of the company's sixty proud years of operations starting in January of 1949. He gave us a total perspective of how the company has expanded over the years, now providing the best in state-of-the art, outdoor furniture, toys, and exercise equipment. He and his staff also provided a highly interesting walking tour of inventory and warehousing operations, including shipping processes and packing techniques. The whole event was a wonderful insight into a world leader in high quality, specially engineered products. Our thanks to Ludger for a wonderful event. The follow-on luncheon at Bubba's Deli and BBQ was also a great success with nearly all attendees and the Kettler staff enjoying the bill of fare.



At SOLE's Annual Conference and Exhibition held in Dallas (Irving), Texas our GHRC Chapter garnered multiple awards

Chapter Member, Ms. Holly Tatem receives a well-deserved SOLE Filed Award recognizing her outstanding logistical contributions from Jeffrey L. Schaffer, DML, SOLE President.

Below: Mr. Lee Morris, CPL, (right) our Chapter Vice Chairman for Education receives a Chapter President's Award for Merit from Jeffrey L. Schaffer, DML (left), SOLE President. Lee also received the GOLD Chapter Newsletter Award.



Army Logistician and the Rhymes of History
by Dr. Christopher R. Paparone

Extracts from Feature in *Army Sustainment* (formerly *ARMY LOGISTICIAN*) September-October 2009

HISTORY DOESN'T REPEAT ITSELF – AT BEST IT SOMETIMES RYMES – MARK TWAIN

When I set out to write an article about the last 4 decades of *Army Logistician* magazine, I was struck by the immense amount of information contained in the magazine's past issues. One can gain many significant insights while electronically thumbing through what is really a history of military logistics from 1969 to 2009. No history of modern military logistics published in any other form can compete with the collection of accounts published in *Army Logistician*, and the best part is that all past issues are available on line.

Perhaps more remarkable, something else emerges from those 240 past issues: the institutionalization of a record of professional knowledge for the military logistician. Indeed, the magazine has helped to infuse military logisticians with a sense of identity, with values that set them apart from laymen, and (perhaps most importantly) with recurring themes (or as Mark Twain would put it, "rhymes").

With regard to the latter, I have found three themes to be important in the last 40 years of military logistics history as reflected in *Army Logistician*: technology, efficiency, and temporality (or transitoriness). (In discussing these themes, I will offer some parenthetical opinions along the way.)

The first issue of Army Logistician, September–October 1969, was published during the height of the Vietnam War.

Military Logistics Technology

By the time the September–October 1969 inaugural issue of *Army Logistician* (or *ALOG*, as it quickly became known) appeared, the Nation was well into the Vietnam War. The Army realized that its modern wars were complex in both physical and social contexts and that its Soldiers and equipment demanded very sophisticated logistics systems and an enhanced logistics profession to steward them. The challenges of logistics during the Vietnam War were immense. It was novel for the modern U.S. Army to conduct noncontiguous conventional and counterinsurgency operations on such a large scale and over such an austere and vast environment.

Many distribution innovations were born out of necessity: the utility helicopter (the UH–1 Iroquois, or Huey), the medium-lift (CH–47 Chinook) and heavy-lift (CH–54 Skycrane) helicopters, convoy-escort "gun trucks," Army-piloted intratheater fixed-wing cargo planes (like the CV2B Caribou), the low-altitude parachute extraction system (LAPES), and so on. Many of these technologies were described in the official announcements and articles published in the early issues of the magazine

The cover of the September–October 1975 issue reflected the Army's post-Vietnam concern with developing an austere support concept in an era of budget constraints.

(What is rather startling—and you can pick up on this as you thumb through the 1974 to 1976 issues of *ALOG*, published after the war ended—is how professional discussions about technologies invented for noncontiguous operations abruptly halted as the Army immediately returned its focus to the defense of Western Europe, Korea, and other traditional Cold War theaters.

During the mid-1970s, *ALOG* authors were paying attention to the lessons learned from the October 1973 Middle East War, where logistics seemed to be one of the deciding factors in the success of the Israelis. General Henry A. Miley, Jr., the commanding general of the Army Materiel Command, wrote in his article, "Mid-East War Logistics," in the July–August 1974 issue, "I am sure that when our analyses are complete, we will develop concepts which will be applied in future designs or product improvements." One can sense in *ALOG* articles that the Army concept development and acquisition communities were heavily influenced by this high-intensity, lightning-fast war, which shaped both operational AirLand Battle doctrine and the impetus to procure the Army's "Big 5" weapon systems (the AH–64 Apache attack helicopter, M1 Abrams main battle tank, M2/3 Bradley infantry/cavalry fighting vehicle, Patriot air defense missile, and multiple launch rocket system). (It is interesting to see the pictures of the 1974 prototypes of these systems in the May–June 1974 issue; we now consider them "legacy systems.")

As the decade closed, sadly, the Army announced (as reported in the *Emphasis* news column of the November–December 1979 issue) that the "Skycranes face extinction." The Vietnam-era logistics workhorse, the CH–54 heavy-lift helicopter, was phased out—never to be replaced. (Whether its replacement could have been used today might be a tempting subject of inquiry.)

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Army Logistician – 40 Years (continued)

The idea of “just-in-time” (JIT) logistics, based on process technologies adapted from commercial business “best practices,” seemed promising for military logistics in the early 1990s. In a November–December 1992 commentary entitled “Past is Prologue,” retired Lieutenant General Joseph H. Heiser, Jr. (who had served as Deputy Chief of Staff for Logistics, Department of the Army [now the G–4 position], and commander of Army logistics efforts in Vietnam in the late 1960s), claimed that we should have learned more about JIT from our experience in Vietnam, specifically from the program he began called “inventory in motion.” “These [JIT] improvements do not result from reinitiated projects, sometimes with a new name, unrelated to progress achieved earlier in history,” complained Heiser, who called for more history lessons in Army logistics schools so logisticians would “not reinvent an old wheel.” (I think Heiser’s suggestion is pertinent today, but perhaps for a different reason: Military history teaches us just how unique every operation or war has been; hence, military logistics is perhaps less an evolving science than it is an artful, inventive, and even improvisational endeavor).

By the time the March–April 1985 issue appeared, the Army was developing Army 21 and Log 21 as it envisioned the future of warfare.

Military Logistics Efficiency

In the first issue of Army Logician, the commander of the Army Materiel Command, General F. J. Cheserek wrote:

There is considerable impetus toward national introversion and concern over our domestic policies and needs. Increased clamor to the effect that adequate national security can be obtained at a much reduced cost is heard on all sides.

This national attitude toward the defense establishment, and its logistic activities in particular, is occurring at a most difficult time. By 1972, issues of the magazine seemed to turn to retrograde activities resulting from the “Vietnamization” of the war and the effects of the U.S. drawdown. As Captain Joseph A. Malcom and Gilbert A. Frisbee wrote, “When the drawdown of U.S. and allied forces in Vietnam accelerated in early 1971, supply managers were confronted with a series of new problems . . . tools that had been used were based on standard inventory theory and assumed a degree of stability which no longer existed” (“Drawdown Supply Management,” November–December 1972).

Later, Lieutenant Colonel Arthur T. Buswell noted in “Disposal Operations—Vietnam” (May–June 1973), “Army logisticians have recorded an impressive achievement with the retrograde and disposal of nearly two million tons of materiel from Vietnam. This is the first time that excess materiel has been identified, screened, and removed from a combat area while the fighting was still in progress.” (In light of current events, it will likely not be the last time.)

With the U.S. economy experiencing “stagflation” in the later 1970s, the logistics issues discussed in ALOG seemed to focus on “doing more with less” as a recurrent theme. For example, Vice Admiral Thomas R. Weschler (then the Joint Staff J–4) argued in his article, “Decade of Logistics,” in the January–February 1975 issue, “Logisticians must recognize that budget realities often mean that combat-oriented and logistics-oriented operations cannot receive 100 percent of their required money.” He called for increased use of host-nation support, placing more capabilities in the Reserve components, buying “on-call” contracted capability (today the Army refers to that innovation as “LOGCAP” [Logistics Civil Augmentation Program]), increased subsidy of the Civil Reserve Air Fleet and the merchant marine, and the reduction-in-force of logistics personnel (which he claimed at that time to be 55 percent of all Department of Defense personnel).

Following these lines of reasoning, the Army purchased commercial, off-the-shelf Dodge Ram trucks and Chevy Blazers to serve as the Army’s light tactical utility vehicle fleet—performing as everything from contact maintenance trucks to field ambulances. Those purchases continued well into the late 1980s and early 1990s. (Can you imagine using such commercial vehicles to conduct combat sustainment in today’s environments? Maybe some of our currently serving logistics Soldiers can since the Army sent them to war with thin-skinned high-mobility multipurpose wheeled vehicles. That action signified that lessons learned about noncontiguous sustainment requirements in Vietnam had been lost; it also reflected the impact of Army efficiency decisions of the 1970s and early 1980s).

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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.

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

Army Logician – 40 Years (continued)

During the early 1990s, *ALOG* authors shifted readers' attention toward the "real-world" major combat operations of Desert Shield and Desert Storm and multiple smaller-scale contingencies around the world. After the Persian Gulf War, *ALOG* published a controversial article in the November–December 1991 issue, "Sustaining Desert Storm: A Real Life Test of Flexible Readiness," contributed by Carol R. Schuster, a General Accounting Office (GAO) staffer. That article called for moving more support forces into the Reserve components as a function of the peace dividend associated with the demise of the Soviet Union. Blinded by the expectations of huge defense savings in a U.S.-monopolized world, she reported on the GAO study that concluded, "The Army's experience in mobilizing logistics units for Operation Desert Storm as well as the performance of these units in the operation should shed light on what types of units are the likeliest candidates to be kept at lower levels of readiness." (The history lesson learned here may be that the past may hardly serve as a prologue and, in this case, may not be not very "pro-log"!).

The January–February 1999 issue was the longest issue of Army Logician at 164 pages. Besides commemorating the magazine's 30th anniversary, it included 43 articles on various aspects of the Revolution in Military Logistics

Military Logistics Temporality

ALOG articles published in the "quiet 80s" reflected how the military logistics community turned introspectively, retrospectively, and even prospectively to the topics of logistics reorganization, training and readiness, the Reagan-era buildup, major exercise support (such as Reforger [Redeployment of Forces to Germany]), and the futures concepts (such as AirLand Battle 2000 and Army 21).

Interestingly, I could find no article in *ALOG* that reported on the support aspects of the 1983 U.S. invasion of Grenada (Operation Urgent Fury). With the exception of one article about the 1989 Operation Just Cause in Panama ("Operation Just Cause—Combat Service Support Soldiers Under Fire," which Major John C. Jeong and I wrote for the May–June 1990 issue), *ALOG* was largely devoid of reports on operational sustainment activities (perhaps because there were so few in those years). Reflecting on the past, the magazine did begin publishing historical vignettes entitled "Army Logistics in Retrospect," covering everything from the World War II "Redball Express" (July–August 1985) to the Vietnam War-era's innovative "Floating Power" (September–October 1987).

Not wanting to get stuck in the problem of "fighting the last war," "visioning" was introduced in Army force management circles as the new technique for long-range planning. By 1985, Army 21 and its supporting vision, Log 21, presented design-of-the-future prospects, with the Army beginning to invest heavily in these "futures concepts." J. Russell Wiltshire, a long-range planner in the Army G–4 office, was hardly prescient when he wrote in his March–April 1985 article, "Logistics in the 21st Century":

The "AirLand force support command" will be the primary logistics support organization in the AirLand force . . . Like the battle task force, the headquarters of the support command will be small, with minimal personnel, and units will be attached or assigned as support requirements dictate. . . [Management] centers will have computers with artificial intelligence capabilities, able to respond to multiple support requirements and predict future replenishment schedules and distribution requirements. . . Electronically armored vehicles will move silently above the ground, protected from enemy projectiles by force fields, propelled and levitated by controlled gravity mechanisms.

During the later 1990s and into the first decade of the 21st century, *ALOG* authors began to write more and more about joint and multinational logistics technologies of integration. Lieutenant Colonel Gary R. Engle argued for a joint theater support command in his article, "Joint and Combined Theater Logistics—The Future Reality" (May–June 1999 issue), observing, "We no longer can afford a fragmented and compartmentalized logistics support structure that duplicates effort and generates waste."

The creation of the Logistics Branch, described in the July–August 2007 issue, was a major step in the Army's decades-long evolution from stovepiped support to multifunctional logistics.

Continued on Page

Army Logistician – 40 Years (continued)

Strategic force projection also became a subject of growing interest in *ALOG* as the United States reframed its strategy around force projection and the Army followed suit in its quest for lighter and more deployable forces. Major Kenneth E. Hickins wrote in “Strategic Mobility: The U.S. Military’s Weakest Link” in November–December 2002, “The United States continues to be the world’s sole superpower and the world’s paramount source of political, economic, information, and military leadership. As such, it must be able to project forces quickly into trouble spots around the world without the restrictions of limited air transport and slow seallift.” After years of wars in Afghanistan and Iraq, the professional debate in *ALOG* seemed to center less on rapid expeditionary capability and more on improving logistics sustainment to extended operations.

Continuing through the 1990s and up to the present, *ALOG* published more articles on efforts at envisioning the future of military logistics, framed around political and biological metaphors like “Revolution in Military Logistics” and “Transformation.” In 2008, Major General Mitchell H. Stevenson (then commanding general of the Army Combined Arms Support Command) toned down these expectations when he wrote, “The result of the R–CAAT [reverse-collection and analysis team] process is an improved ability to make doctrinal manuals and platform instruction more effective and relevant to the rapidly changing wartime environment” (“R–CAATs: Bridging the Information Gap,” January–February 2008).

(In the wake of decades of Army infatuation with “futuring,” Secretary of Defense Robert Gates recently has forced the services to discount the efficacy of this visioning approach, actively reorienting them toward stewarding resources for the near-term fight. The emphasis on visioning beyond the future-year Defense plan that has dominated logistics force management over the last 30 years or so may now be diminishing even as the Army’s Future Combat Systems program is dissolving.)

I hope that, in this sampling of 40 years of *Army Logistician* reporting, the reader can recognize the three main themes of recent military logistics history I have identified—technology, efficiency, and temporality. Indeed, Mark Twain’s assertion seems to ring true about our military logistics endeavors: They sometimes do rhyme. In that regard, *Army Logistician* has become an institutional source of military logistics “poetry.”

Dr. Christopher R. Paparone is an associate professor in the Army Command and General Staff College’s Department of Logistics and Resource Operations at Fort Lee, Virginia. A retired Army colonel, he has a Ph.D. degree from Pennsylvania State University.

BOOK REVIEWS (Continued from Page 6)

BOOK REVIEWS: PHYSICAL SECURITY



The Integrated Physical Security Handbook: Securing the Nation One Facility at a Time

May 2007

By Ross D. Bulla, CPP, PSP

**** The Integrated Physical Security Handbook: Securing the Nation One Facility at a Time. By Don Philpott and Shuki Einstein; published by Homeland Defense Journal, www.homelanddefensejournal.com (Web); 230 pages; \$149.

The authors of The Integrated Physical Security Handbook describe the book as an “essential handbook for...all managers and supervisors tasked with security and safety.” It is in fact an excellent resource for physical security professionals, and one they can exploit to varying depths depending on their own expertise and the nature and scope of their own security program

Continued on Page 14

BOOK REVIEWS (Integrated Physical Security Handbook)

Continued from Page 13

The book identifies three “mutually supporting elements” of an integrated physical security (IPS) plan: physical security measures, operational procedures, and policies. Using a five-step method developed by the Denver-based operations contractor CH2M Hill, the reader can create the ideal IPS plan considering a company’s personnel, operations, information, and their interdependencies.

The planner must first conceive the model secure facility: what he or she perceives to be the perfect balance between security and convenience and a “benchmark for comparison.” The next step: identifying and prioritizing vulnerabilities. Third, the practitioner must identify the physical, operational, and technical assets available for mitigating risks.

Step four is the strategic plan. It consists of identifying means, determining costs, making justifications, and setting timeframes. Last is implementation, which includes project management, bid contracting, vendor selection, quality assurance and control, and revision of policies and procedures.

A shallow first chapter notwithstanding, the book builds on known information and introduces novel concepts in logical order with reader-friendly definitions and examples, well-researched facts, plausible scenarios, and recommendations for expanding knowledge and mitigating risks.

This is an excellent textbook for novice security managers and a great desk reference for industry veterans

Reviewer: Ross D. Bulla, CPP, PSP, is the president of The Treadstone Group, Inc., a North Carolina-based security consultancy. Ross is a member of ASIS International, and serves on the Physical Security Council.

Humor in History:

(Source: On line - the HUMOR BIN, Famous People’s Next Job Interview)

Julius Caesar - My last job involved a lot of office politics and back stabbing. I'd like to get away from all that.

Jesse James - I can list among my experience and skills: leadership, extensive travel, logistical organization, intimate understanding of firearms, and a knowledge of security measures at numerous banks.

Lucretia Borgia - My greatest accomplishment? After I took over the department, our competition just seemed to drop out of sight one by one

Genghis Khan - My primary talent is downsizing. On my last job, I downsized my staff, my organization, and the populations of several countries.

MacBeth - Would I go after my boss's job? Do I look like the kind of guy who would knock off his boss for a promotion?