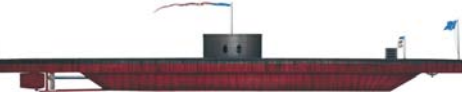


THE MONITOR AND MERRIMACK



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



Happy Holidays One and All!

As the year closes it is a great time to be reflective of our past accomplishments and time to think about our future. The chapter has been very successful due to the steadfast support of our management team. I am excited about the chapter's plans for this coming year. Our team is enthusiastic and are ready to continue building our chapter. So here is my pitch! We need help to continue our growth. Let us know if you can volunteer. Little things mean a lot so where ever you can help let us know.

This month **Capt Bob Gantt** will be our guest speaker on December 9th. Capt Gantt will brief an update on NECC. Please come join us. In January, Stihl will be hosting a tour of their warehousing and distribution facility. In February **Mr. Russell Held**, Virginia Port Authority will present "Competitive Positioning at the Port of Virginia."

Our chapter will also be the host chapter for this year's Professional Development Forum (PDF). The PDF will be held in March 2010; this year's theme is Logistics in an Interagency Environment. The first day will include a four workshop and the second day will be four two hour sessions. Additional details will be published as plans are finalized.

In closing please be safe through this holiday season and I wish everyone a very Happy Holiday!

Charlie Littleton
Chapter Chairman



Coming Events:

9 Dec., Capt Bob Gantt, 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

20 April – Defense Depot (DLA), Norfolk Tour

Certified Professional Logistician Corner



The next CPL Exam
will be given in
May 2010

1. Queuing theory is primarily concerned with processes which:
 - a. have the characteristics of having random arrivals and the servicing of customers on a random basis.
 - b. are tied directly to life cycle cost analysis.
 - c. are random at a point in time and non-random at other times in a data series.
 - d. are strategically oriented

2. Examples of where queuing theory can be applied in determining the optimum number of:
 - a. toll booths for a bridge or toll road, repairman servicing machines, fasteners for a piece of structural equipment.
 - b. Docks for ships., windows in a post office, female shoppers in a supermarket
 - c. clerks for a spare-parts counter, doctors available for clinic calls, cars in a repair shop.
 - d. None of the above.

3. In a Poisson process the probability of occurrence of a success or failure is:
 - a. constant and the occurrence of a success or failure is independent of what has happened immediately preceding the present observation.
 - b. constant and the occurrence of a success or failure is dependent of what has happened immediately preceding the present observation.
 - c. random and the occurrence of a success or failure is dependent on what has happened immediately preceding the present observation
 - d. constant and dependent on external occurrences involved with logistics budgeting.

4. Machine loading is primarily concerned with-
 - a. various jobs to machines, particularly when frequent rearranging of the work load is expected
 - b. simulating a planned event before it happens.
 - c. designing logistics support systems.
 - d. life cycle cost analysis.

5. A company plans to redesign its maintenance facilities. The line supervisors complain that existing service is too slow. The cost controller claims that the five men in the facility are idle one-third of the time and the only reason repairs appear slow is they sometimes occur in bunches causing delay. All agree that a priority system would not be feasible. A compromise solution appears to be the installation of more automatic equipment to reduce the size of the maintenance crew. Is this decision appropriate? Which of the following techniques would you suggest to the firm use to come up with the best solution for the problem?
 - a. Machine loading and multivariate analysis.
 - b. Logistics support analysis.
 - c. Multiple scenario analysis.
 - d. Queuing theory and machine load analysis.
 - e. Queuing theory analysis only.

6. Patients at a medical office arrive randomly following a Poisson process. The office processes an average of five patients an hour. Patients arrive at an average of four per hour and the plant operates 24 hours a day. What technique would you use to determine the best service patient rate at the facility?
 - a. simulation analysis
 - b. Queuing theory.
 - c. Operations analysis
 - d. Machine loading analysis.

7. The objective of a queuing problem is:
 - a. to minimize the sum of the costs of waiting and the costs of providing service facilities.
 - b. to establish correct personnel relationships in a matrix organization
 - c. to minimize the cost of building of a service facility only.
 - d. establish the logistics support levels for a weapons system.

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
	December 16, 2009	RADM Nevin P. Carr, Office of Naval Research (ONR) Naval Science and Technology..... From Science To Seapower
SOLE		
District 02	PDF 2010	Newport New OMNI Hotel, Newport News, Virginia (24-25 March 2010)
GHRC SOLE	December 10, 2009	Monthly Luncheon at the #1 Chinese Restaurant, Captain Bob Gannt, ACOS, NECC, Little Creek, V a.



Answers			
1	a	6	b
2	c	7	a
3	a		
4	a		
5	e		



**SOLE – The International Society of Logistics
Greater Hampton Roads Area Chapter
Wednesday, 10 December 2009**

11:30 – 1:00 PM

**#1 Chinese Buffet, 7635 Granby Street
Norfolk, Virginia**

Phone: (757) 423-8880



Captain Robert Gannt

**Asst. Chief of Staff for Logistics and Financial
Management, Navy Expeditionary Combat
Command, Little Creek, Virginia**

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](mailto:Carl.J.Lilieberg@ngc.com) NLT 4 PM, Monday, 7 December 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!

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	Defense Depot (DLA), Norfolk Tour

Logistical Quotes:

Logistics..."embraces not merely the traditional functions of supply and transportation in the field, but also war finance, ship construction, munitions manufacture and other aspects of war economy." - Lt Col George C. Thorpe, *Pure Logistics*, 1917

The supreme excellence is not to win a hundred victories. The supreme excellence is to subdue the armies of your enemies without even having to fight them. - Sun Tzu, *The Art of War*

To inquire if and where we made mistakes is not to apologize. War is replete with mistakes because it is full of improvisations. In war we are always doing something for the first time. It would be a miracle if what we improvised under the stress of war should be perfect. - Admiral Hyman Rickover



Hurricane IDA puts a damper on our November Joint Tidewater NDTA – GHRC SOLE Luncheon.

I want to express my sincere thanks to all who helped us prepare to hold our November Luncheon featuring Steve Carmel, VP for Marine Services, Maersk Lines. We had record rain and wind that day and much of downtown Norfolk was underwater!

We had a record number of sign ups and Steve has graciously promised to be a speaker for a second try this coming summer. Steve's subject was of great interest to all of our Tidewater logistical community.

Charlile Littleton
Chapter Chairman

Achieving Army-Marine Corps Logistic Interoperability

Dale E. Houck (Reprinted from Defense AT & L, Nov-Dec 2009)

An Army Stryker battalion is attached to a Marine expeditionary brigade's regimental combat team which is being supported by the Brigade's logistics forces ashore and at sea. On the fifth day of operations ashore, a Stryker health management system identifies a maintenance problem and automatically initiates a call-for-support message. The Stryker crew uses the platform's imbedded electronic technical manual to verify the turbocharger has failed and must be replaced. The platform commander submits the call-for-support message for maintenance, providing necessary information to the Stryker battalion logistics officer by means of Force XX1 Battle Command, Brigade-and-Below Joint Capabilities Release (FBCB2/JCR), an automated information system that facilitates enhanced tactical command and control (C2) and situational awareness through the incorporation of interoperable data standards and messaging methods. The supply and logistics support officer analyzes the situation and determines he has neither the parts (meaning the turbocharger) nor qualified maintenance personnel (meaning limited forward maintenance team support attached to the Stryker battalion) to support this problem. He forwards the call-for support message to the Marine Corps' direct support combat logistics battalion operations officer. At the same time, information is extracted from the variable message-format call-for-support message to automatically open a service request for maintenance in the Marine Corps' logistics business system, the Global Combat Support System-Marine Corps. The direct support combat logistics battalion operations officer (located ashore) initiates a requisition for the turbo-charger in GCSS-MC and forwards it to the general support combat logistics battalion operations officer (located at sea). The general support operations officer cannot satisfy the requirement and forwards the requisition via GCSS-MC to the sea-base, where the turbocharger is sourced. The reinforced combat logistics regiment manages the distribution of the turbocharger and a maintenance contact team is sent fix the Stryker.

While that scenario is hypothetical, it is typical of the circumstances faced by soldiers and Marines in joint operations. In the scenario, the request for support initiated as an FBCV3/JCR variable-message-format message, is automatically and seamlessly integrated into the business processes and systems of the supporting service without requiring either service to change its unique processes or systems of the supporting service without requiring either service to change its unique processes or systems, demonstrating true joint logistics interoperability. The scenario illustrates how network-enabled technologies could enhance future Army and Marine Corps logistics interoperability and readiness during joint combat operations. Inter-Service obstacles to seamless communications are overcome, and common logistics support is delivered to the operational commander on the battlefield. Operations Desert Storm, Iraqi Freedom, and Enduring Freedom revealed that joint and Service logistics systems that could not communicate with each other resulted in order fulfillment lag times, redundant ordering, choked supply pipelines and uncertainty for the warfighter. It was readily apparent that deployable, integrated technology was necessary to provide responsive, agile, and flexible logistics support to the warfighter. As a result, the Army and Marine Corps have been collaborating to leverage and integrate their logistics capabilities to accomplish missions at the tactical level.

Future Imperatives

Two imperatives needed to ensure operational logistics adaptability are reduced logistics demand and intelligent supply chains, with both enabled by data fusion and science and technology. Operational logistics adaptability translates to decision making in the face of complexity and the ability to share information across the joint force unhindered by distance, terrain, weather, or hostile activity; and intelligent supply chains of the future will require radically advanced data collection, transmission, analysis, and discovery of relationships normally hidden in vast quantities of data scattered throughout multiple global data bases. Reduced logistics demand and intelligent supply chains will require integrated and interoperable logistics systems and processes, providing a near-real-time logistics common operating picture and adhering to common net-centric standards and protocols—necessary for success within a common logistics operating environment.

The future land component will be, by necessity, net-centric and interoperable within the full range of military operations, including interagency and coalition partners. The Joint Logistics White Paper (draft version 0.6, June 2009) describes a concept for providing logistics support to a future joint operating force in the 2016-2028 timeframe. It describes three well-documented issues that must be overcome:

- Insufficiently integrated logistics organizations and processes
- Execution issues
- Insufficiently interoperable/integrated C2, logistics management, and financial systems.

The Army-Marine Corps Logistics Interoperability Demonstration (AMLID) is a significant step in addressing several of those issues as it works toward improved Army-Marine logistics capabilities.

Greater Hampton Roads Chapter
SOLE – The International Society of Logistics
Chapter Business Meeting Minutes



Date: 10 November, 2009

Meeting Convened: 5:30 PM

Attendees:

- Charles Littleton, Chapter Chairman
- Carl Lillieberg, Admin Vice Chairman
- Rick Treto, Vice Chairman Treasurer
- Akalanka Warusavitharana, CPL, Professional & Technical Development Vice Chairman
- Brandon Cholek, Membership Vice Chairman
- Lee Morris, CPL, Education Vice Chairman

The following subjects were discussed at this meeting:

- Minutes of the last Business Meeting were read and discussed.
- Rick Treto gave the group an update on the Chapter's financial position and reported the fact that our annual Operating Budget had been submitted to Headquarters.
- The group discussed plans and actions for the coming calendar year concerning Luncheon speakers and Tours and workshops. Akalanka Warusavitharana mentioned the contacts with Global Insight and the Marad/Transportation Administration and the association with speaking guests and forums/workshops for the coming year. Brandon Cholek said he was still planning on pursuing a tour of a Navy ship and its supply spaces. We generally went over continuing tentative plans to pursue workshops in PMS and Weapons System File (CDMD-OA) training, RM & A, Transshipment rules Bills of Lading, etc). We discussed keeping initial efforts to a small or medium effort possibly as an adjunct to our normal monthly luncheon.
- Charlie Littleton then gave an overview of initial District 02/Headquarters Professional Development Forum 2010 noting it is planned for 25/26 March of possibly 24/25 March with a 4 hour workshop the first day, followed by 4 two-hour sessions on the second day.). Both he and Carl attended the kick off session.
- There was some discussion about the coming November Joint Luncheon with our local NDTA Chapter with Steve Carmel, Senior VP, Maersk, Inc. and the large signup.
- There being no further new items, the Chairman moved to close the proceedings. His motion was seconded and the session closed at 6:15 PM.
-

GHRC Executive Board Officers:

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Chairman**

**Brandon Cholek , 757-962-1510
Membership Vice Chairman**

**Rick Treto, 757-578-3338
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Professional and Technical Development Vice Chairman**

**Lee Morris 757-464-5252
Education Vice Chairman**

**Carl Lilieberg, 757-896-5335
Administrative Vice Chairman**

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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**

A Joint Effort for Interoperability

AMLID project is a joint effort between the Army and Marine Army Logistics Innovation Agency, a field operating agency of the Office of the Deputy Chief of Staff of the Army, G-4. The project's goal is to enable Army-Marine Corps logistics interoperability and joint interdependence by creating the capability to exchange actionable information across Service boundaries needed for joint task force employment. Interoperability—the basic tenet of AMLID—provides a compelling case for obtaining required support for a tactical unit from an attached sister Service, as far forward as possible, to eliminate the requirement to conduct reachback logistics support via stovepiped Service systems.

AMLID will perform information exchanges of platform generated data between logistics and C2 systems. That will result in a cross-Service fulfillment of a logistics support request; and the sharing of common situational awareness across the joint logistics operating environment, building on architectures. AMLID will provide a useful, near-term practical application of logistics C2 convergence through advanced technology insertion. It will allow Services to operate using their business systems and practices, but still operate jointly. AMLID seeks to provide rapid inter-Service fulfillment of a common sustainment requirement in time-sensitive situations (i.e., when it is more efficient or effective as a result of one or more factors related to mission, enemy, terrain and weather, troops and support available, or time available). While AMLID will demonstrate information exchanges from the platform level via FBCB2/JCR to another Service's logistics system, its metadata dictionary and data translation standards, defined during development of the initial system interfaces, could support further development of a broader spectrum of system interface software and more extensive net-centric logistics capabilities.

Creating Logistics Synergy

AMLID, a four-phased project, will facilitate direct communication between Army and Marine Corps logistics systems, thereby reducing the logistics demand on C2 systems. The AMLID team will develop the seamless integration of variable-message-format data between tactical C2 and logistics systems from each Service as well as the automated extraction of variable-message-format data from the tactical C2 systems and insertion directly into each Service's logistics systems to automatically open service requests, work orders, and supply requisitions. The team has developed a software interface tool known as the Marine-Army Joint Interoperability Component using a service-oriented architecture approach to bridge the gap between systems and networks. A service-oriented architecture approach provides a framework for organizing and orchestrating application functions/services across system boundaries. Within this framework, MAJIC acts as the translator to enable FBCB2/JCR variable-message-format combat service support messages to be exchanged and accurately interpreted among supporting and supported units.

The AMLID use-case scenarios address likely threat scenarios. The use-case technique is used to capture a system's behavioral requirements generated from requests that are based on scenario-driven threads. Completed in March 2009, AMLID Phase I was a laboratory-based demonstration of interoperable network architecture that Scenarios were focused at the tactical echelon and included mission threads for resupply of petroleum, oil, and lubricants; ammunition; logistics situational awareness; and maintenance support. The intent was to simulate logistics calls for support by passing Joint Capabilities Release initiated information to GCSS-MC through an enterprise service bus and to a standard Army management information system (STAMIS). FBCB2/JCR version 1.0 was used to send variable-message-format logistics messages from the Marine Corps to the Army and included situation reports, logistics status reports, and call-for-support messages.

Phase I

The Phase I demonstration, conducted at the Marine Corps GCSS-MC System Integration Lab at Pennsylvania State University's Applied Research Laboratory, successfully demonstrated interoperability between Army and Marine Corps information transmissions via FBCB2/JCR, each Service's logistics systems, and MAJIC. Four different use-cases were evaluated, resulting in a 97-percent success rate for e transfer/translation process. Phase I—and MAJIC in particular—demonstrated that Army and Marine Corps tactical units can transmit requests for emergency logistics requirements between logistics systems using interpretive software (middleware) to translate the raw data inherent in the variable-message-format requests between the Services.

Phase II

AMLID Phase II is currently under way. It includes a senior leadership live platform demonstration that showcases a network architecture expanded to include C2 and logistics systems and processes up to and including the operational echelon. The demonstration consists of two scenarios—forced-entry operations and decisive land operations—with each scenario incorporating situational awareness threads integrated with related C2 monitoring systems. The forced entry operations scenario will include a use-case and thread for petroleum, oil, and lubricants; ammunition; distribution; and logistics situational awareness, while the decisive land operations scenario will focus on repair parts, maintenance, distribution, and logistics situational awareness. The ability to seamlessly communicate requests for service, feedback, and status information between GCSS-MC and the Army STAMIS/GCSS-Army system is a primary objective. A successful able assessment on the potential to eventually extend the same capability to Global Combat Support

System-Joint. Phase II—which is designed to successfully pass logistics information between Service logistics systems—will significantly advance the utility of interoperability, resulting in platform level data aggregated in C2 systems and joint logistics

(Continued on Page 11)

(Continued from Page 10)

situational awareness. Information will flow between operating combat platforms, a Marine Corps light armored vehicle, and an Army Stryker using FBCB2/JCR—through MAJIC—allowing information to go from one Service to another. Upon completion, AMLID will have developed consolidated mission threads for petroleum, oil, and lubricants; ammunition; and repair parts; as well as distribution in-transit visibility and logistics situational awareness. DoD's Battle Command Sustainment and Support System will be integrated into the overall network architecture in order to manage logistics situational awareness through the various logistics supporting establishments to the theater sustainment command and Joint Task Force component commander.

Successful completion of Phase II will serve as a foundation for prospective follow-on Phases III and IV. AMLID team stakeholders envision Phase III to be the development of a fielding plan for the logistics interoperability functionality that was developed, blueprinted, and demonstrated during Phases I and II. The project would culminate in Phase IV, providing for the advanced integration of AMLID technology into other closely related logistics modernization programs, such as the Marine Corps' Autonomic Logistics effort and the Army's Conditions-Based Maintenance Plus project. While not yet officially sanctioned by Service proponents, those follow-on efforts could potentially support the objectives of the Services' combat service support and sustainment missions and the visions outlined in their higher-level logistics architectures.

Logistics Architectures

AMLID is a major initiative of the Army's Common Logistics Operating Environment Program and is aligned with objectives of the Marine Corps' Logistics Modernization program and Joint Forces Command's Joint Interoperability and Data

Dissemination Strategy. The Common Logistics Operating Environment is the Army's capstone initiative to synchronize diverse logistics modernization efforts into a cohesive, netcentric logistics domain. The effort integrates data across the full spectrum of logistics and includes equipment platforms, logistics information systems (including GCSS-Army), and C2 systems—all functioning within a common architectural framework described in detail by the Army's Training and Doctrine Command-validated Army Integrated Logistics Architecture. the tactical through strategic echelons; supports a joint, integrated environment; and assists the Army logistics community in achieving integration and interoperability in the logistics domain.

The Marines' Logistics Modernization Program will produce a more effective and efficient logistics chain management process, with modernized, integrated, and streamlined supply, maintenance, and distribution processes that conform to the Marine Corps' Logistics Operational Architecture. The architecture supports the implementation of enterprise wide processes for logistics and will be supported by a thoroughly modernized enterprise resource planning system, GCSS-MC.

Both the Army and the Marine Corps architectures provide the framework to clearly define logistics processes and to implement net-centric warfare principles in the logistics domain. Additionally, they provide the foundation to move beyond the unsynchronized use of a handful of common C2 systems and help realize a unity of effort within the logistics Architecture. AMLID supports both the Army's and the Marine Corps' logistics architectures and seeks to provide a flexible support construct that integrates various logistics systems across Service boundaries. It is accelerating the technology maturation process for logistics automation in a joint operational environment. The Phase II demonstration will provide an early opportunity to perform focused testing on the latest version of GCSS-MC's Release 1.1 software future interoperability with the Army's STAMIS. Ultimately, DoD Architecture Framework products developed for AMLID will be fed back to the Marine Corps' Logistics Operational Architecture and the Army Integrated Logistics Architecture to assist in the further development of common data standards and associated architectures that will facilitate logistics net-centricity and fully integrated Army and Marine Corps operations.

A Significant Step

The Army and Marine Corps continue to reduce gaps in logistics interoperability related to organizational and system and non-standard architecture. AMLID identifies gaps in process or system interoperability where additional work may be necessary in order to support the development of a composite architecture (the Marine Corps' Logistics Operational Architecture and the Army Integrated Logistics Architecture) necessary for joint interoperability. AMLID's service-oriented architecture allows different applications to exchange data, and tools such as MAJIC will make it possible to securely exchange information between Service enterprise resource planning systems and legacy systems. AMLID does not purport to be a final solution in resolving interoperability issues between the Army and Marine Corps or other DoD services and supporting government agencies; however, it is the focused application of technology solutions to improve the efficiency of Army-Marine Corps operations as part of a joint force. AMLID is a significant step in achieving:

- More effective and efficient joint logistics
- The coordinated use, synchronization, and sharing of two or more military departments' logistic resources to support the joint force
- A foundation for future programs, such as GCSS-Joint.

(Continued on Page 12)

(Continued from Page 11)

As AMLID evolves to support remaining classes of supply, it will integrate disparate Service information systems and data to provide enhanced visibility of resources and requirements; and it will provide Army brigade combat teams and Marine Corps regimental combat team commanders, and ultimately all of DoD, an effective means to achieve mission objectives.

The author welcomes comments and questions and can be contacted at dale.houck1@us.army.mil

Mr. Houck is a retired Marine Corps Lieutenant Colonel with a background in logistics and information technology. A graduate of the Naval Postgraduate School and Army War College he now works for the U.S. Army Logistics Innovation Agency .

BOOK REVIEW:

Military Logistics Made Easy: Concept, Theory, and Execution

LTC James H. Henderson, "Cotton", USA (Ret.)

You already know that logistics is hard, it should not be, but it just is. The key components to supply and movement consist of *receive, store, issue, and move*. It should be that simple.

Bottom line: it just is not that simple. There are too many moveable parts where the synergy of the operation could provide a scenario where the combined requirements needed to sustain a theater are greater than the sum of their individual effects or capabilities.

- This book outlines some of these logistical components and their doctrinal relationship to the operation, as well as provides some new ideas.
- The chapters are formatted in a fashion that offer the reader the doctrinal concept that the operation or function is based on, and then presents new theories on how to better execute the logistical function or capability as it relates to the operation.
- The goal is to discuss those hard logistical topics and their conception to improve the general knowledge and understanding on "*why it happens*", and "*how we can improve the outcome*".

Logistical History:

History of Defense Logistic Agency



The origins of the Defense Logistics Agency (DLA) date back to World War II when America's huge military buildup required the rapid procurement of vast amounts of munitions and supplies. After the war, a presidential commission headed by Hoover recommended centralizing management of support and introducing uniform financial management practices. Integrated management of supplies and services began in 1952 with the establishment of a joint Army-Navy-Air Force Support Center to control identification of supply items. For the first time, all the military services bought, stored, and issued items using a common nomenclature. DoD and the services defined the materiel that would be managed on an integrated basis as "consumables," meaning supplies that are not repairable or are consumed in normal use. Consumable items, also called commodities, were assigned to one military service to manage for all the services.



After the war, a presidential commission headed by Hoover recommended centralizing management of support and introducing uniform financial management practices. Integrated management of supplies and services began in 1952 with the establishment of a joint Army-Navy-Air Force Support Center to control identification of supply items. For the first time, all the military services bought, stored, and issued items using a common nomenclature. DoD and the services defined the materiel that would be managed on an integrated basis as "consumables," meaning supplies that are not repairable or are consumed in normal use. Consumable items, also called commodities, were assigned to one military service to manage for all the services.



In the mid 1950's, commodity manager agencies (called "single managers") were established to buy, store and issue supplies, manage inventories, and forecast requirements. The Army managed food and clothing; the Navy managed medical supplies, petroleum, and industrial parts; and the Air Force managed electronic items. In each category, the single manager was able to reduce its investment by centralizing wholesale stocks and simplify the supply process by persuading the services to adopt the same standard items.



The single manager concept, though successful, did not provide the uniform procedures recommended by the Hoover Commission. Each single manager operated under the procedures of its parent service, and customers had to use as many sets of procedures as there were commodity managers. In 1961, Secretary of Defense Robert McNamara ordered that the single-manager agencies be consolidated into one agency. The Defense Supply Agency (DSA) was established on October 1, 1961, and began operations on



January 1, 1962. Eight single-manager agencies became DSA supply centers.

In 1965, DoD consolidated most of the contract administration activities of the military services to avoid duplication of effort and provide uniform procedures in administering contracts. Officials established the Defense Contract Administration Services (DCAS) within DSA to manage the consolidated functions. The agency's new contract administration mission gave it responsibility for the performance of most defense contractors.



Logistical History (Continued)



commissaries (1973).

The agency's responsibilities extended overseas when it assumed responsibility for defense overseas property disposal operations and worldwide procurement, management, and distribution of coal and bulk petroleum products (1972), and worldwide management of food items for troop feeding and in support of

In recognition of 16 years of growth and expanded responsibilities, on January 1, 1977, officials changed the name of the Defense Supply Agency



to the Defense Logistics Agency (DLA). The Goldwater-Nichols Act of 1986 identified DLA as a combat support agency. In 1988, the agency assumed management of the nation's stockpile of



strategic materials from the General Services Administration. Soon after, DLA established the Defense National Stockpile Center as a primary-level field activity. In 1990, DoD directed that virtually all contract administration functions be consolidated within DLA. In response, the agency established the Defense Contract Management Command, absorbing its Defense Contract Administration Services into the new command.



Throughout the 1990's the agency continued its effort to eliminate managerial and stockage duplication, reducing overhead costs. In April 1990 DoD directed that all the distribution depots of the military services and DLA be consolidated into a single, unified materiel distribution system to reduce overhead and costs and designated DLA to manage it. The consolidation began in October 1990 and was completed March 16, 1992.



The Base Realignment and Closure (BRAC) process, instituted in 1993, significantly affected the way the agency organized for its contract administration and supply distribution missions. Officials merged, realigned, or closed several DLA primary-level field activities. Also in response to BRAC, officials merged the former Defense Construction Supply Center Columbus and the former Defense Electronic Supply Center Dayton to form the Defense Supply Center Columbus. In 1995



the DLA headquarters and the Defense Fuel Supply Center (renamed Defense Energy Support Center in January 1998) moved from Cameron Station in Alexandria, Virginia, to Fort Belvoir, Virginia.

Depressed Container Traffic Prompts Fears of a Major Line Failing

(Reprinted from Metal Miner ONLINE Site Map)

October 14th, 2009 · As a microcosm of the European shipping scene, Southampton takes some beating. The port is owned by Dubai World Ports and serves the twin markets of Cruise Liners (booming) and Container shipping (disaster). Unfortunately Southampton typically has four container ships for every cruise ship moored up at its quays and it is this highly visible sight of the city's reason for existence that is most in trouble. Unlike other industries that appear to have stabilized and are now returning to growth, the container shipping industry is still badly depressed in Europe. Many of the world's largest shipping lines serve the port including, Zim Lines, Evergreen and Hapag Lloyd. The world's largest, Maersk, did run a service until they pulled out earlier this year. Dubai Ports doesn't post figures for individual operating companies but Southampton's great rival Hamburg, also serving the North Sea – Asia routes and with the same lines providing regular services has seen trade slump 25% with tonnage dropping 23.7% in the first half and (TEU) container movements 28.7%. Many are expecting a major line to go down; they are cumulatively expected to lose about \$12bn this year after making only \$3bn profit last year.

Meanwhile container rates have collapsed from \$1350/20' box to \$380 today. Chang Yung Fa, the boss of the fourth largest container fleet, Evergreen, estimates around 15% of the container vessels are idle or soon to be laid up and talks of a gruesome over capacity in the industry according to a business magazine in the city.

Meanwhile US ports are reporting a 17.7% drop in container movements from last year according to [Logistics Management](#), but other [reports](#) suggest the market is beginning to pick up a little with projections for the balance of the year making modest gains.

–Stuart Burns

Famous Aviation Quotes: (Extracted from SKYGOD.com)

You can shoot down every MiG the Soviets employ, but if you return to base and the lead Soviet tank commander is eating breakfast in your snack bar, Jack, you've lost the war

— *Anonymous A-10 Pilot, USAF*

How could they possibly be Japanese planes?

— *Admiral Husband E. Kimmel*