

# THE MONITOR AND MERRIMACK



Newsletter of the  
Greater Hampton Roads Chapter  
District 02 – Chapter 03  
SOLE – The International Society of Logistics  
November 2009  
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## Chapter Management Committee

### Chapter Chairperson:

Charlie Littleton

### Vice Chair – Membership:

Brandon Cholek

### Vice Chair – Admin:

Carl Lilieberg

### Vice Chair – Finance:

Rick Treto

### Vice Chair – Education:

Lee Morris, CPL

### Vice Chair – Professional & Technical Development

Akalanka Warusavitharana, CPL  
Logistics Education Foundation

(LEF) Liaison Vacant

### Newsletter:

Carl Lilieberg

### Web Master:

Charlie Littleton

### District Director:

Dave Floyd, CPL

## From the Chapter Chairman:



The new chapter management team was sworn in by **Dr. Catherine Elder, Executive SOLE Board of Directors VP for Communications** on October 14<sup>th</sup> at our monthly luncheon. We were also pleased to have in attendance **Dr. Dianne Kureck, Executive SOLE Board of Directors VP for Education**. The new chapter management team is **Carl Lilieberg** Vice Chair Administration, **Akalanka Warusavitharana** Vice Chair Professional Development, **Brandon Cholek** Vice Chair Member Services, **Rick Treto** Vice Chair Finance and **Lee Morris** Vice Chair Education. I am proud to be a member of such a great team!

Our October Luncheon speaker was **Mr. Jessie Hines**, VP of Logistics for the world wide Operation SMILE. Mr. Hines briefed the attendees on the Operation SMILE and the critical and extensive work his team provides for this great organization. Operation Smile, headquartered in Norfolk, Virginia, is a worldwide children's medical charity. In 1982, Operation Smile was founded by Dr. William P. Magee Jr., a plastic surgeon, and his wife, Kathleen S. Magee, a nurse and clinical social worker. Operation Smile currently has a presence in 51 countries and Mr. Hines' team ensures that the logistics to support this effort is up to the challenge.

On November 12<sup>th</sup> we will have a joint meeting with National Defense Distribution Association (NDTA). Our quest speaker will be **Mr. Steve Carmel**, Senior Vice President, Maritime Services, Maersk Line Limited, Inc. His topic will be "Global Logistics Operations and Their Impact on the Tidewater Area." Make sure to join us to hear from an industry leader and a topic that affects our area.

On December 9<sup>th</sup>, **CAPT Bob Gannt**, ACOS for Logistics & Financial Mgt, Navy Expeditionary Combat Command (NECC) will be our quest speaker. In January we are planning a tour at STIHL. Keep watching our website for updates and the schedule of upcoming events.

One final note, I want to personally thank for Carl Lilieberg's leadership as our Chapter Chair for the past several years. I have worked closely with Carl for some time now and I can truly appreciate all the personal commitment he has demonstrated. From the late nights getting the newsletter out to making trips to District and Headquarter meetings, he has given his time and expertise to make sure our chapter not only survives but flourishes. His leadership has helped us keep driving to build a rapidly growing chapter. Thank you Carl! I have some big shoes to fill and I know I can count on your support. If you have the chance to see Carl, please let him know how much we appreciate his leadership!

Look forward to seeing you at our luncheons and please drop me line if You have any questions or suggestions.

Charlie Littleton  
Chapter Chairman

## Coming Events:

12 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

20 April – **Defense Depot (DLA), Norfolk Tour**

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## Certified Professional Logistician Corner



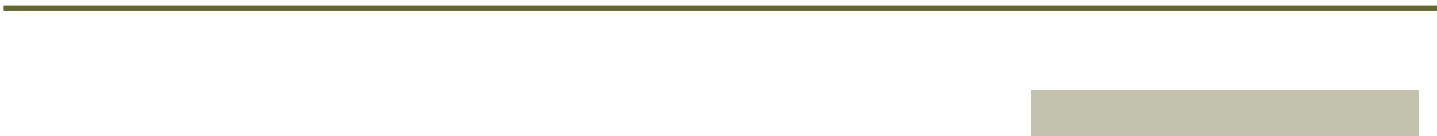
The next CPL Exam  
will be given in  
May 2010

1. The major determinants for carrier service performance are:
  - a. transit time, reliability and security
  - b. transit time, reliability, accessibility and security
  - c. the time required for pick-up and delivery and terminal handling.
  - d. the availability of carrier routes and terminals in the proximity of shipping locations
2. The transport rate is not an important criterion in selecting a specific carrier because:
  - a. the rates for alternative carriers are the same.
  - b. the rates via alternative carriers in a mode are usually the same, allowing for slight disparities.
  - c. all carriers offer the lowest transportation costs.
  - d. all carriers compete on service.
3. The most important determinant in the carrier selection decision is:
  - a. reliability of the transit time provided.
  - b. the accessibility of a carrier to the modes.
  - c. the provision of safe service.
  - d. the capability to provide the equipment and facilities
4. The major weakness for rail transportation that offsets its low cost is:
  - a. its low accessibility and rather long transport times.
  - b. lack of reliability and safety.
  - c. its transportation of high density, low value goods.
  - d. the increase in packaging costs for the rail mode.
5. The difference between rail and the other modes is that:
  - a. there are regulatory controls regarding the commodities transported by rail.
  - b. there are regulatory controls regarding the commodities transported by motor carriers and air freight.
  - c. the railroads are regulated by the CAB.
  - d. railroads are more tightly controlled by the government.
6. A common carrier is best defined as:
  - A. a for-hire carrier that holds itself out to serve the general public at reasonable charges and without discrimination.
  - b. a for-hire carrier that is not regulated with respect to economic matters.
  - c. a not-for-hire carrier and not subject to economic regulation.
  - d. one regulated by the FTC.
7. Piggyback or Trailer on Flatcar (TOFC) is:
  - a. transportation which combines motor carrier and air transport.
  - b. truck-water transportation.
  - c. a specialized form of containerization in which rail and motor transport are coordinated together.
  - d. transportation on the water.
8. The Airline Deregulation Act (1978) gave airlines permission to:
  - a. set fares 5 to 10% above CAB standards or as much as 50% below the CAB floor.
  - b. utilize whatever discounting they decided on
  - c. add one route per year automatically without filing a notice with the CAB.
  - d. all of the above.
9. The Staggers Rail Act of 1980 stipulated that:
  - a. railroads could increase rates such that the railroads ratio of revenue-to-variable costs did not exceed 180% by 1985.
  - b. railroads could enter into contracts with shippers for several years.
  - c. allowed railroads to increase rates without notice to shippers.
  - d. a and b.
10. The Motor Carrier act of 1980 accomplished:
  - a. deregulation of the trucking industry by providing for easier entry.
  - b. increased regulation of the trucking industry
  - c. removal of circular and gateway route limitations.
  - d. increased the regulation in the trucking industry.

Near term Calendar of Events

ASNE	Dinner Meetings:	Every 3 <sup>rd</sup> Tuesday, Springhill Suites, Newtown Road, Va. Beach, (1800-1900 Social Hour); 1900-2030 Dinner and Program; Reservations: Mary Morgan (757) 495-1970
	November 18	USCG CAPT Fred Summer, CO, USCGC HEALY Luncheon: <i>Emerging Arctic</i>
SOLE		
District 02	PDF 2010	Newport New OMNI Hotel, Newport News, Virginia (25-26 March 2010)
GHRC SOLE (Joint/GHRC-NDTA Mtg.)	November 12, 2009	Monthly Luncheon at the #1 Chinese Restaurant, Ward's Corner, Norfolk, Virginia, featuring Mr. Steve Carmel, Senior VP, Maersk Lines Maritime Services, "Global Logistics Operations and Their Impact on the Tidewater Area"

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



# Joint Meeting



National Defense Transportation Association - Norfolk Chapter

&

**SOLE – The International Society of Logistics**

**Greater Hampton Roads Area Chapter**

**Thursday 12, November, 2009**

**11:30 – 1:00 PM**

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

**Norfolk, Virginia**

**Phone: (757) 423-8880**



**Mr. Steve Carmel**

**Senior VP, Maersk Lines Maritime Services**

**“Global Logistics Operations and Their  
Impact on the Tidewater Area”**

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Please RSVP by contacting our Membership Chairman, Mr. Charlie Littleton at [clittleton@LCE.com](mailto: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, Tuesday, 10 November 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!

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**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

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### Famous Quotations

(Reprinted from Quotes for the Air Force Logician, Volume 1)

The history of war proves that nine out of ten times an army has been destroyed because its supply lines have been cut off . . .

*Gen Douglas MacArthur, USA*

*All right, they're on our left, they're on our right, they're in front of us, they're behind us . . . they can't get away this time.*

*Lt Gen Lewis B. (Chesty) Puller,  
USMC (when surrounded by eight enemy divisions)*

Strange as it may seem, the Air Force, except in the air, is the least mobile of all the Services. A squadron can reach its destination in a few hours, but its establishment, depots, fuel, spare parts, and workshops take many weeks, and even months, to develop.

*Winston S. Churchill*

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## BOOK REVIEWS.

**Skunk Works: A Personal Memoir of My Years at Lockheed**  
by Ben R. Rich, Leo Janos (Contributor)

A top-flight aerospace engineer's engrossing reminiscences of an eventful career in the service of the CIA and US military at the height of the Cold War. With a graceful assist from Janos (co-author of Chuck Yeager's best-selling 1985 autobiography, not reviewed), Rich offers an episodic (probably vetted) account of his nearly 40 years with Lockheed's Advanced Development Projects, an ultrasecret operation better known as the Skunk Works (a name borrowed from the Dogpatch still in Al Capp's "L'il Abner" comic strip). During his apprenticeship, the author (who headed ADP from 1975 until his retirement at 65 in 1990) helped design, build, test, and launch the U-2 and the SR-71 Blackbird, America's enviably successful spy planes. On his watch, the Skunk Works produced the first jet fighter-bomber to employ stealth technology, the oddly configured F-117A, which earned its wings in the unfriendly skies above the Persian Gulf. In addition to Rich's own recital, the text includes commentary from colleagues, intelligence agents, Pentagon brass, test pilots, and others, which puts the narrator's knack for advancing the state of the aerospace art into clearer perspective. While he accentuates the positive, the author does not shy from recalling certain of his unit's turkeys, including a remote-controlled reconnaissance drone that seldom returned from missions over enemy territory; an aircraft fueled by liquid hydrogen (whose explosive power could have blown its users to bits); and a stealth picket ship (eventually sunk by the Navy's missile frigate lobby). Nor does Rich fail to settle old scores with, among others, pols more concerned with their next election than national security. Not one to hold a grudge, however, he closes with some uncommonly sensible suggestions on how US taxpayers could get more bang for their procurement buck in the parlous times ahead. An insider's accessible, informative take on what's needed to get futuristic hardware to contemporary flight lines and launching pads. (8 pages b&w photos, not seen) -- **Copyright ©1994, Kirkus Associates, LP. All rights reserved.**

**Marine: A Guided Tour of a Marine Expeditionary Unit** by Tom Clancy  
Since Clancy's fictional hero Jack Ryan began his career as a marine officer, few fans will be surprised that his creator now turns his attention to the corps and treats an aspect of it as effectively as he did the subjects of his three previous nonfiction military studies: *Submarine* (1993), *Armored Cav* (1994), and *Fighter Wing* (1995). After summarizing the marines' history, unique ethos, and weaponry--both specialized and borrowed, including the formidable ships of the amphibious navy--Clancy focuses on "the most 'Marine' unit left in the Corps today," a Marine Expeditionary Unit--Special Operations Capable. Such a unit is one of the corps' and the country's seaborne emergency response teams, each with infantry, armor, air, and logistical components adding up to about 2,000 men and each able to carry out an astonishing variety of war-fighting and peacekeeping activities. Clancy amasses the information, writes clearly, provides an invaluable bibliography, and generally takes the lay reader where it would be very difficult to go without Clancy's guidance. Highly recommended.  
-- **Roland Green**, Copyright© 1996, American Library Association. All rights reserved

### Leadership Quotes: (AF Quotes for Logisticians, Volume 1).

Another type General Marshall disliked was the truculent personality—the man who confused firmness and strength with bad manners and deliberate discourtesy. He also avoided those with too great a love of the limelight. Moreover, he was irritated by those who were often in trouble with others or who were too stupid to see that leadership in conference, even with subordinates, is as important as on the battlefield.

*Dwight D. Eisenhower*

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

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**Date:** October 12, 2009

**Meeting Convened:** 5:00 PM

**Attendees:**

- Charles Littleton, Chapter Chairman
- Carl Lillieberg, Admin Vice Chairman
- Rick Treto, Vice Chairman Treasurer
- Akalanka Warusavitharana,

The following subjects were discussed at this meeting:

- Rick Treto gave the group an update on the Chapter's financial position.
- Planning Discussion for Calendar Year 2010. We discussed the tour of STIHL and the DLA Defense Depot, Norfolk and further opportunities to expand upon the range of logistics in our Tidewater area.
- 2010 Budget: we went over the end of year Annual Financial Report and strategized what we could foresee for next year related to luncheons and tours, PDF and Annual SOLE Conference attendance, general operations and workshops. Akalanka Warusavitharana, our new Professional and Technical Development Vice Chairman suggested a number of potential Shipping Industry experts which might meld well for a mini- workshop this summer. Charlie Littleton is still working to get a PMS workshop and possibly a NAVSEA workshop on CDMD-OA Configuration Accounting. A draft budget was worked up and approved with our Finance Chairman to finalize. The Draft will be finalized at our November Business Meeting after routing to the entire Chapter leadership for review.
- Establishment of Chapter Mailbox: Charlie Littleton announced he had set up a Chapter Mailbox at the Virginia Beach Laskin Road Post Office with two keys (one for the Chairman and one to be kept by the Administration Vice Chairman.
- Charlie Littleton went over some of the highlights of the first working group meeting for the spring 2010 PDF and SOLE District Training given by Sarah James and Jon Buder.
- There was brief discussion on the coming October Luncheon on the 14<sup>th</sup> and the two other speakers on the schedule for 2009.
- With no new discussion, a move for to close the meeting was seconded. The meeting closed at 6:00 PM.



#### Our October Luncheon Meeting

On Wednesday, 14 October we were honored to have **Mr. Jesse Hines**, Vice President for Logistics and Material Management, Operation SMILE as our guest speaker. He gave a wonderful review of the logistics support for this superbly important international program including historical and statistical facts and an insight into the many humanitarian accomplishments of Operation SMILE and the deeply personal of all workers, including many volunteers from the World's medical communities. He gave us an insight into the complexity of ensuring that set missions around the world are ready when the teams arrive with all the necessary logistics support for surgical procedures, giving hope to those born with serious facial problems, including the right equipment and medicinals with proper shelf lives. He fielded a variety of questions and gave us projections for the program in various countries. Many thanks to Jesse for a thoroughly interesting insight into this wonderful program.





## GHRC SOLE Officer Installation at our 14 October 2009 Luncheon



Dr. Catherine Elder, Executive SOLE BOD VP for Communications and a GHRC member swore in our newly elected Chapter Leadership for the 2009-2010 fiscal year.

Charlie Littleton took over the Chairmanship from Carl Lilieberg who is now of Vice Chairman for Administration. Brandon Cholek is our new Membership Vice Chairman. Lee Morris, CPL continues as our Education Vice Chairman and Rick Treto also continues as our Finance Vice Chairman. Lastly Akalanka Warusavitharana, CPL is our new Professional and Technical Development Vice Chairman. Below Carl reads the official SOLE Chairman turnover statement. The team is energized for another productive, growing year.



## Shipping industry may take longer to recover

(Reprinted from 27 Oct 2009 China Daily – on line)

Though green shoots of recovery have started appearing in the global economy, the shipping industry is unlikely to emerge from the slump for the next two or three years, according to business executives and analysts.

"The global shipping industry will come out of the winter much later than most others," said Qian Yongchang, head of the Chinese Transportation Association and former minister of communications.

Qian made the remarks at the 2009 Global Shipping Summit held in Dalian last Friday.

"There are still hundreds of ships anchored in Singapore, waiting for business," said Chris Bourne, executive director of European Liner Affairs Association, adding there is no chance of the situation improving in the short term.

According to WTO data, international trade decreased year-on-year by 17 percent from January to September 2009, while imports and exports fell 20 percent in the US and Europe, 50 percent in Japan, 30 percent in South Korea, and 20 percent in China.

Li Zhen, assistant to the president of Sinotrans, China's second largest shipping agency, said even if one were to ignore the slump in demand, the industry capacity far exceeds freight demand and will continue to rise in the next two years.

In 2009, the peak period for delivery of new ships, capacity to the tune of nearly 10 million tons would be added to the market, while over 40 million tons of freight capacity of containers and bulk cargo will enter the market in 2010. Ship-breaking and other measures are expected to reduce only 10 million tons of capacity.

Industry analysts said the number of new ship deliveries would increase considerably in next three years as result of the strong orderbook before the economic slowdown.

Container freight has been hit the most with nearly 1.25 million twenty-foot equivalent unit (TEU) capacity parked at sea, and another 1.25 million TEUs will be added to the market in next 18 months.

"There has been almost no ordering of new ships since September last year. There can now be no doubt that the orderbook for new ships is shrinking through cancellations and deferral, and the peak of expected deliveries in the next two years is flattening as cancellations and delays in deliveries are negotiated", Lloyd's Register Group wrote in its 2008/09 financial report released on Oct 22.

The UK-based company said the future market size is uncertain in the medium term and it expects a three to five year period to elapse before significant recovery is experienced.

Shipping companies, are however, trying to adopt fuel-saving initiatives, use medium-sized ships, redrafting lines, idling capacity and postponing delivery of new ships as possible steps to shore up bottom lines. But some analysts feel that the industry is headed for possible changes.

Li predicted that there would be some mergers and acquisitions in the industry, while freight companies would cooperate more closely with each other to survive the tough times.

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**GHRC Chapter Management Team:**

**Charlie Littleton, 757-857-1311(4203)  
Chairman**

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

**Rick Treto, 757-578-3338  
Finance Vice Chairman**

**Akalanka Warusavitharana, CPL, 757-961-2630  
Professional and Technical Development Vice Chairman**

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

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

**CHAIRMAN/WEBMASTER**

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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](http://www.ghrc-sole.org)**

***Shipping Industry Recovery (Continued from Page 10)***

Lin Futian, vice-general manager of Taiwan-based Yang Ming Group, said the company has been promoting cooperation with other shipping counterparts in logistics, and sharing terminals and containers to save costs and create other business opportunities.

"We could also see an extension of the industry chain. When the economy slows down, freight firms will extend their business up and down along the supply chain, and a modern logistics service will become integral for companies," said Li.

"We definitely will see a lot of changes in the industry. Crisis is always a good opportunity for improvement. Actually we are not afraid of transition. We are afraid of no change taking place during the transition," said Kang Shuchun, CEO of Shipping China Group Co Ltd, China's biggest shipping portal and the host of the summit.

*Source: Internet - China Daily*

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## **Sustainment Moves to the Next Level: Rethinking Our Life-Cycle Focus**

*by General Ann E. Dunwoody (Reprinted from Army SUSTAINMENT, October/November 2009)*

While these are demanding times for our Army, with more than 240,000 Soldiers executing missions in nearly 80 countries around the world, our path to restoring the Army's balance is clear. By embracing an enterprise approach and creating four core enterprises—readiness, human capital, services and infrastructure, and materiel—our Army will more closely align its generating forces with its operational forces and will yield a more predictable and sustainable generation of forces, lighten the load for our Soldiers and their families, and better align resources to the Army Force Generation (ARFORGEN) timelines as units prepare for worldwide missions.

### ***Creating the Materiel Enterprise***

Each of the four enterprises plays a key role in making this transformation a reality, with each one following a distinct path. For those of us in the critical business of developing, acquiring, and sustaining materiel, our role is to expand collaboration and synchronization among our research and development, acquisition, and logistics communities to better manage and sufficiently resource Army equipment throughout its entire life cycle. Together, the Army Materiel Command (AMC) and the Office of the Assistant Secretary of the Army for Acquisition, Logistics and Technology formed the Army's Materiel Enterprise. Our guiding principles include operating from a common operating picture, ensuring timely and accurate access to information, enabling collaborative decision-making, developing a commitment to continuous improvement, and maintaining a process focus. A natural outcome of improved collaboration and communication has been a renewed focus on the life-cycle management model, improving execution of the entire process from cradle to grave.

(Continued on Page 13)

Sustainment Moves (Continued from Page 12)

*Renewed Focus on the Entire Life Cycle.*

The Army's ability to quickly develop and provide new, state-of-the-art materiel solutions is unsurpassed in meeting Soldiers' requirements and ensuring their safety. Thanks to our innovative and ongoing rapid acquisition and equipping initiatives, we are getting equipment into the hands of Soldiers faster than ever. These systems, which grew out of necessity during the early years of the Global War on Terrorism, provide high-quality equipment quickly; but when executed within insulated stovepipes, they are often very inefficient. By better integrating our research and development, acquisition, and logistics communities, we will more effectively and efficiently meet immediate needs in the field now and in the future, with efficient distribution and sustainment planned and resourced.

Historically, we have focused much of our time, talent, and resources on the "first half" of the life cycle—the research, development, testing, acquiring, equipping, and supplying of essential equipment. While incredibly important, that typically only represents 30 percent of a program's budget. We must now renew our focus on the "second half" of the life cycle—the maintenance, distribution, sustainment, and disposal of equipment. Applying the same rigor and attention to the back end of the life-cycle process will ensure that our systems are more sustainable, cost effective, and efficient throughout their entire life cycles. This ultimately will ensure the best support to the warfighter.

*Asset Visibility Is Still Key*

We are facing a dynamic period of time as we reshape one war, increase resourcing to a second war, and strive to reset the remaining forces that are cycling through ARFORGEN in preparation for deployment. At the heart of our collaboration within the acquisition and logistics communities is the need to better see and understand what we have, who has it, where it is needed, and what condition it is in. Asset visibility and accountability are enormously critical and have always been daunting challenges for our Army. We still remember the thousands of containers during Operation Desert Storm that lacked appropriate property accountability or were returned unopened because we didn't know what they contained. Fast forward to the beginning of Operation Iraqi Freedom, and it appeared to be déjà vu all over again.

We knew then, as we do today, that we must invest in enabling technologies that provide a 360-degree readiness perspective on everything we do. Our interactive information systems must provide a common operating picture that provides real-time visibility of all assets with dynamic status updates—not just for individual units but across our force. And those data must feed a more collaborative, rapid decision-making process for appropriate disposition of our equipment. Getting the right equipment to the right place quickly will pay huge dividends in the effort to rebalance our Army and can only be accomplished with a much greater understanding of our current materiel status, facilitating movement of equipment through reset processes worldwide.

*Resetting the Force*

The Army has aggressively reset and repaired more than 500,000 pieces of equipment in our industrial base over the last 6 years, a workload three times greater than during the Vietnam War. In 2009 alone, we will reset 180,000 pieces of equipment, including more than 400 aircraft, 2,700 tracked vehicles, and 150,000 weapons. It's clear we must invest wisely in our depots, arsenals, ammunition plants, and forward repair facilities to ensure that we can continue to meet future

(Continued on Page 14)

### Sustainment Moves (Continued from Page 13)

future challenges, adequately sustain and improve our equipment, and rebalance our Army. Through the Materiel Enterprise, we are developing the strategic investment plans needed to optimize the resources in our facilities, equipment, and workforce so we always meet the Army's needs. This includes having adequate plans in place to maintain our current workload, rapidly and efficiently ramp up in times of war, and scale down when the demand slows.

#### *Disposing of Equipment*

Critical to the modernization and overall resourcing of our Army is making timely, informed decisions on end-of-life-cycle disposition. We must continue to modernize our force—even in periods of constrained budgets—by both sustaining the current fight and preparing for future conflicts across the spectrum of war. Whether it is leveraging foreign military sales, placing equipment in long-term storage, or modernizing enabling systems on the existing platform, we must make those decisions within a more transparent process informed by the enterprise perspective. By better integrating our disparate communities so we understand what is possible from a scientific and engineering perspective, the conditions set by programmatic processes, and the capabilities of our sustainment systems, we will be more prepared than we have ever been to make those decisions and ultimately focus limited resources where they provide the greatest effects for our warfighting forces.

As our collaborative materiel management systems evolve, we will continue to aggressively rebalance the materiel resourcing of our Army, renewing our focus on sustaining equipment through every phase of the life-cycle process. We will rely on strong relationships, greater transparency, and a secure stream of shared, readily accessible, and accountable information through the Materiel Enterprise. We will optimize our Nation's industrial base to best meet the needs of our Soldiers. Our combined logistics and acquisition systems will be truly collaborative and structured to deliver the most innovative, effective, efficient, and sustainable equipment for our warfighters. And with the Materiel Enterprise, we have the blueprint in hand to get us there.

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#### **Humor in History:**

(Source: On line - Military Logistics Humor ... 6/29/04)

On 23 August 1779, the USS Constitution set sail from Boston, loaded with 475 officers and men, 8,600 gallons of water, 74,000 cannon shot, 115,000 pounds of black powder and **79,000 gallons**  
**Her mission: to destroy and harass English Shipping**

On 6 October, she made Jamaica, took on 826 pounds of flour and **688,300 gallons of rum**. Three weeks later, Constitution reached the Azores, where she provisioned with 550 pounds of beef and **300 gallons of Portuguese wine**.

(Continued on Page 15)

**Humor in History** (Cont'd from Page 14)

On 18 November, she set sail for England where her crew captured and scuttled 12 English merchant vessels and **took aboard rum**.

By this time, Constitution had run out of shot. Nevertheless, she made her way unarmed up the Firth of Clyde for a night raid. **Here, her landing party captured a whiskey distillery, transferred 13,000 gallons aboard** and headed for home.

On 20 February 1780, the Constitution arrived in Boston with no cannon shot, no food, no powder, **no rum, and no whiskey**.

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**SOLE 2009 Conference and Exhibition** Feedback from Lee Morris, CPL, our Education Vice Chairman:

**SOLE 44<sup>th</sup> Annual International Logistics Conference 2009**

This year's conference was held at Dallas, (Irving) Texas, at the Omni Mandalay Hotel at Los Colinas. The theme of this year's conference was "The Logistics of Global Security". The theme was executed in all of the presentations and panels during the conference. Panels were convened on the following subjects: "Designing for Security", "Security in the Manufacturing Process", "Security in the Humanitarian and Relief Operations", "Multimodal Transportation Security" and "Challenges for Information Security".

The discussions ranged from present measures taken to those planned and being constructed for the future. Each panel had a moderator and 4 panelists who were on the leading edge of each of their specific subject matter areas.

All were very interesting and informed the conference of what is active now and will be active in the future. The notable information that was discussed, though, were the holes in specific areas such as public transportation.

One of the experts on public transportation was an ex-police chief from Houston who now works for Home Land Security. When asked what "kept him up at night", his response was eye opening. He said that 15 million Americans travel by air every day and we screen each and his/her baggage. But no one seems to realize that 75 million Americans commute on local train and bus systems every day and not a one is screened. If any of the routes of these systems were to be sabotaged, the resulting effect of the economics of that area could be devastating and felt for years to come.

Another of the discussions covered the effort to dispose of the material used by the Space Shuttle program and maximize the return on these items. Some will go to museums and collectors and others will be reused in other programs. The net result was to get a maximum usage and return on any of the material, including vehicles, that was possible and still not compromise the security of the program.

Each panel was an in-depth discussion of the issue and was open for questions for the final 10 to 15 minutes. Each was very informative and interesting.

SOLE headquarters has announced that next year's conference will be held in the same location.